

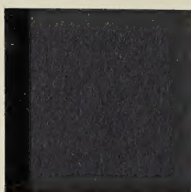
Greater Downtown Strategic Plan



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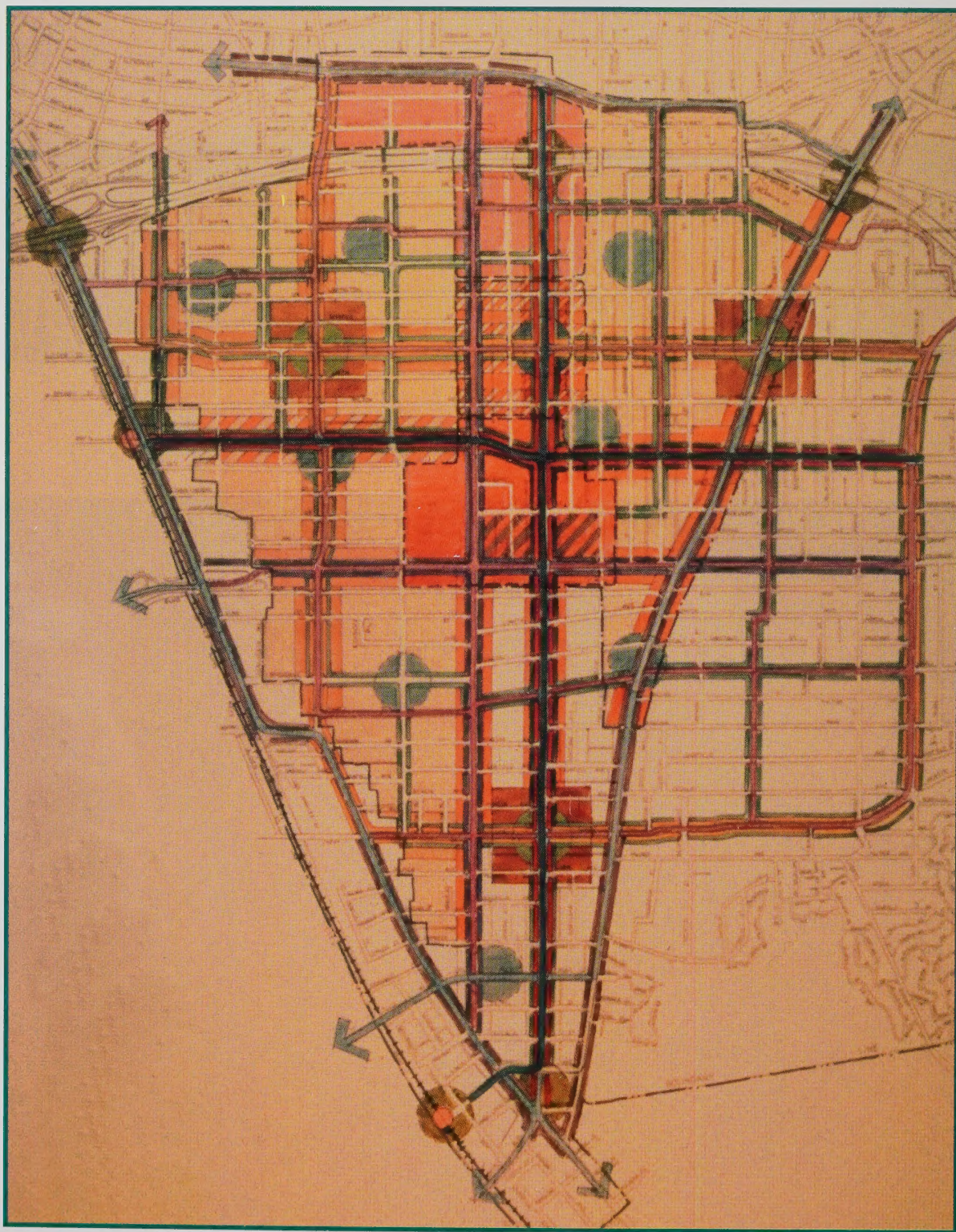


Greater Downtown Strategic Plan



1996





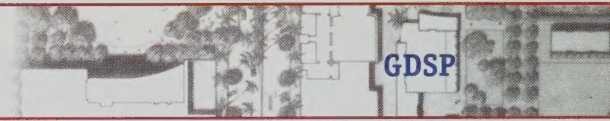
Greater Downtown Strategic Plan

The diagram combines all proposed strategies and guidelines to indicate the relationship among various elements of the GDSP and to illustrate the overall Greater Downtown structure as proposed by the Cooper Report.

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Introduction



We shape our buildings and thereafter they shape us.

- Winston Churchill

Vision without action is merely a dream. Action without vision just passes the time. Vision with action can change the world.

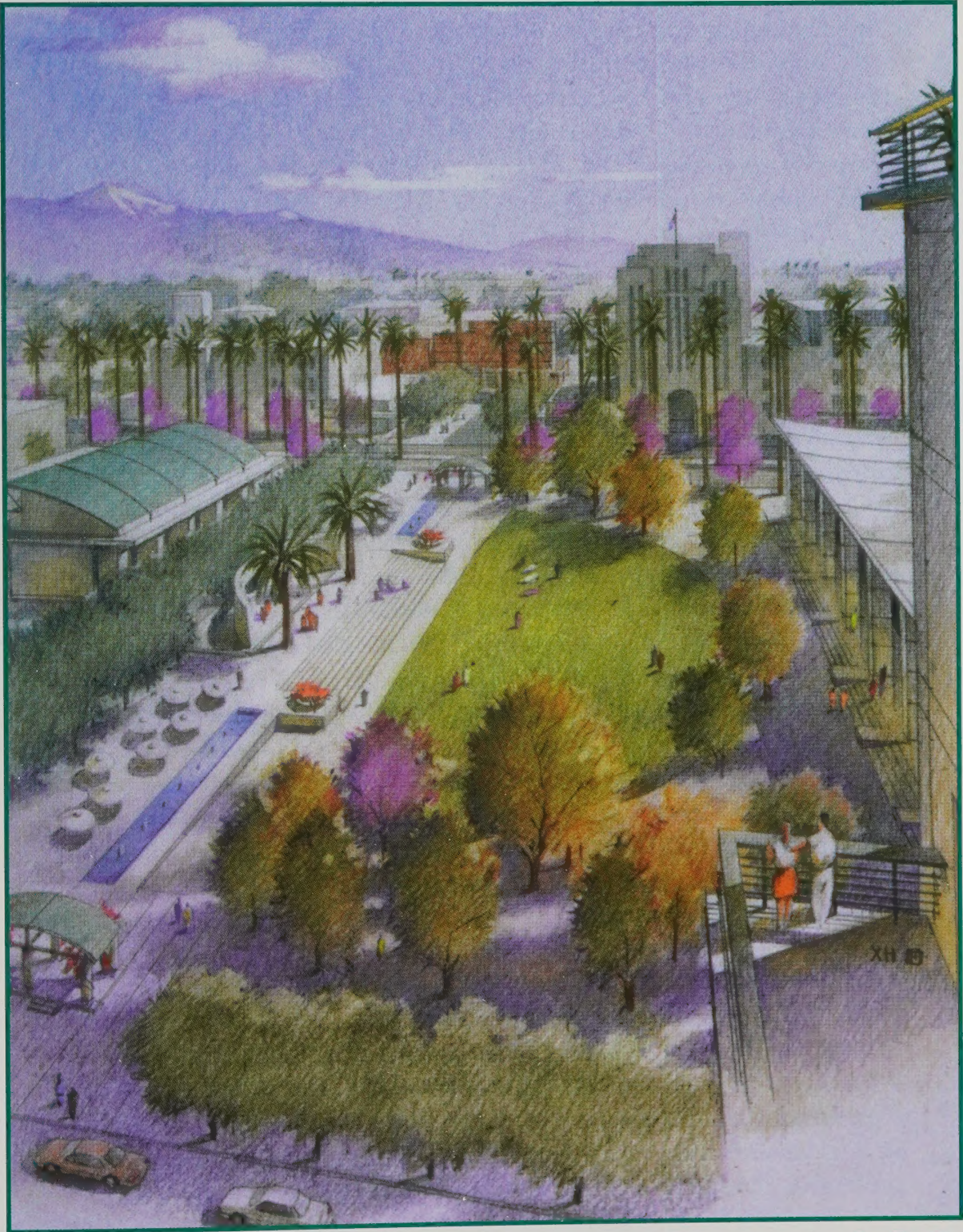
- Joel Barker, Futurist

The City of Glendale has a history of good planning. In recent times the City's downtown area has benefitted from two such important planning efforts. The first took place in the early 1970's. The result was the creation of the Downtown Redevelopment Project Area. The first major project was the Glendale Galleria which proved to be the stimulus for the revitalization of our downtown.

The second planning effort took place in the early 1980's. This resulted in the creation of Glendale's financial district on North Brand Blvd. The office towers that followed established a major new employment base for the City, not to mention an impressive skyline.

With the 1990's came the recognition that another major planning effort for the downtown area was needed. However, this time more than just the Downtown itself required attention. By now the inter-relationship between the Downtown and its surrounding neighborhoods was much better understood. Each depended on the other, and the issues of one directly affected the other.

The motivation for this new planning effort was twofold: the need to address some emerging problems and the need for a growth management strategy. Candidly, both the Downtown and the surrounding neighborhoods were beginning to show some signs of deterioration. The recent recession had left development activity flat and office vacancy rates at unacceptable levels. While the Galleria continued to do well, the rest of the retail market was struggling. Too many store fronts were empty, and efforts to attract key new retailers proved unsuccessful.



Centennial Square

View of the proposed Centennial Square from an upper level of potential hotel. This new two-acre civic park will commemorate the forthcoming One Hundredth Anniversary of the founding of Glendale. This view shows the relationship of the park to the Masonic Lodge (tall building in background) on east-side of Brand. The developed parkland on west-side of Brand is flanked by a proposed art gallery/museum/institute and the Centennial Hall to the north and south respectively.

The first motivation for the planning effort was the need for a strategy to ensure a progressive and healthy quality of life for present and future generations.

The surrounding neighborhoods were experiencing problems. The impact of the unprecedented building boom of the 1980's was being felt. These dramatic changes resulted in a strong sense of frustration concerning the changing quality of life in the neighborhoods. The issues that need to be addressed are the lack of libraries and park space, overcrowded schools, traffic congestion, public safety, and housing quality.

The second motivation was the recognition that a growth management strategy for the downtown area was needed.

With the ending of the recession, Glendale was primed for a new wave of development activity. Such factors as location, an outstanding safety record and the attraction of the rapidly expanding integrated media industry all pointed to significant amounts of new growth. All one had to do was refer to the Southern California Association of Government's (SCAG) growth predictions for Glendale to realize the potential that lay ahead. If we were to learn from the explosion of multi-family housing development in the 1980's, clearly for the 1990's a proactive growth management strategy was needed to focus on both quantity and quality of growth. In short, a vision for Glendale's future was needed.

In the Spring of 1993 the Glendale Partners, a group of leading Glendale business representatives, joined the City in this visioning effort. This public-private approach was a key theme throughout the planning process. The first major decision was to hire Alex Cooper, a highly regarded urban planner, to help guide us through the process. Following an extensive planning effort, the Cooper Report was published in September, 1994. Shortly thereafter, it was accepted by the Glendale City Council.

The Cooper Report was remarkable both for its insights into Glendale and its vision for our future. It set forth a series of themes and frameworks that would help guide future policies and decision-making.

It also made some suggestions relating to implementation. Due to the strategic nature of the report, its real value lay in the exciting vision presented. The specifics of implementation were properly left to others.

To pursue this next step, an Implementation Steering Group was established. This group was comprised of community representatives, business leaders and public officials. Joining in this effort was the Neighborhood Task Force whose focus was on dealing with the variety of issues affecting the surrounding neighborhoods. The Greater Downtown Strategic Plan (GDSP) is the product of this effort.



The GDSP sets forth a series of public actions and private opportunities. We have taken care to remain true to the strategic nature of the initial plan done by Alex Cooper. Accordingly, it is not a “master plan” or even a “specific plan.” It continues to paint a vision, while calling for particular projects. It even suggests sites for these projects. And yet, the concept of flexibility is fundamental to the approach. As the plans for implementation go forward, there well may be the need to make any number of changes. The key is to measure these proposed changes against the original vision. Are we still achieving the same goals and the same vision? Would an alternative be of equal or greater benefit to the community?

Public actions called for in the GDSP include new parks and public buildings, improved street design and public transportation services, more parking, and business development strategies. These will in turn create private opportunities in such areas as new retail, office, hotel, and housing. A key theme in all of this is the synergy created between these public and private efforts.

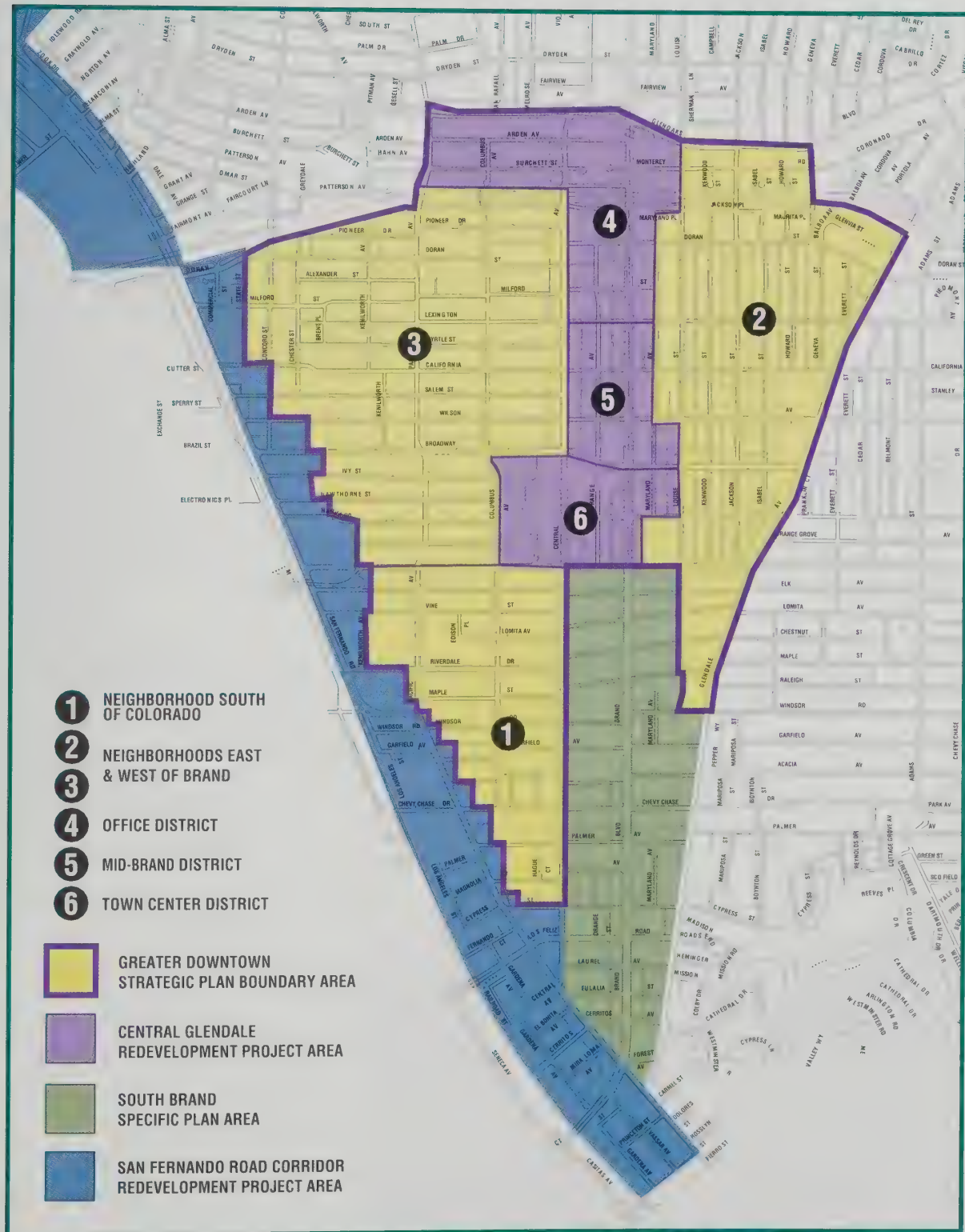
While the GDSP encourages a certain amount of growth in the downtown area, it seeks to pro-actively manage it. In terms of quantity, the amount of growth called for is approximately one-third of that projected by SCAG. High quality will be achieved through careful negotiations with prospective developers and design guidelines. The GDSP is consistent with the City’s Strategic Plan, and does nothing that would cause the population “build-out” projection of 225,000 to be exceeded.

The GDSP proposes specific goals, sets forth actions, and clearly defines implementation strategies. The proposed recommendations are organized by Frameworks that build on key principles and themes. At least annual review and comment on these Frameworks by the community is essential in the coming years in order to confirm their relevance through the natural process of inevitable changes.

It is one thing to have an exciting vision and, of course, quite another to be able to pay for it. The GDSP contains an implementation strategy at the end of this report. Each of the specific projects is listed with the following information: size, cost, funding sources, and timing. As this is a Strategic Plan, all of this information is an estimate at best. Several important factors should be kept in mind. First, many of these projects will be a combination of public and private funds. This is consistent with the overall theme for the downtown which emphasizes that synergy is to be gained from such joint ventures. The second factor involves the time frame for implementation. Clearly, a vision of the scale called for in the GDSP will take some time to implement. While some projects may be completed in the short-term (one - five years), others may take as long as 15, even 20 years. Funding issues need to be considered in the context of these kinds of time frames. All necessary funding will come from existing sources. No new taxes are proposed to cover these costs.

The anticipated benefits resulting from this plan are very exciting. Both the Downtown and surrounding neighborhoods should see a significant increase in the amount of much-needed open space. Community-based planning strategies will give residents a greater voice in the decision-making processes affecting their neighborhoods. The fun and excitement of Glendale's downtown area will be enhanced with new retail, recreation, cultural arts, and entertainment opportunities. Public transportation and parking supply will be improved. New jobs will be added and City revenues increased.

The Glendale community has long been proud of its quality of life. Such an achievement cannot be maintained by standing still. An on going, pro-active approach is very much needed. As with the previous planning efforts, this Greater Downtown Strategic Plan is designed to serve as a catalyst for the kind of results that will ensure our quality of life as we enter the 21st Century.



Strategic Plan Boundary Map

The GDSP focuses on the area of Greater Downtown bounded by Glenoaks Boulevard on the north, Glendale Avenue on the east, San Fernando Road Corridor Redevelopment Project Area on the south and west, and South Brand Boulevard Specific Plan on the south. The study area contains 40,000 residents within 1,188 acres of which 234 are in the Central Glendale Redevelopment Project Area. The study area purposely includes the surrounding neighborhoods which are in need of revitalization and Glendale's retail/commercial core which is in the midst of an economic transition.

The goals for this strategic planning effort seek to build upon the strengths of the downtown and its surrounding residential neighborhoods and to advocate the mixture of uses and activities, open space and buildings which will create a unique and vital urban place. In turn these goals are supported by a set of principles which serve to give greater definition and meaning to the goals. The goals and principles are then organized and put into a series of frameworks which are in turn refined into more specific and detailed implementation projects. The goals listed below are all essential and are not presented in any particular order of priority.

- 1** To enhance the quality of life for Glendale residents.
- 2** To guide and manage the growth and development of the Greater Downtown for the optimum benefit of the community.
- 3** To provide a variety of opportunities for families and youth to enjoy the downtown area.
- 4** To strengthen the interdependence between the downtown and the surrounding neighborhoods.
- 5** To ensure that Glendale continues to be a safe place to live, work and visit.
- 6** To balance public and private land uses and facilitate a synergy between them.
- 7** To practice community-based planning through meaningful public participation.
- 8** To recognize and preserve where possible the characteristics of the unique districts, neighborhoods and structures within the greater downtown area.

9 To enhance and diversify the cultural fabric of the downtown area.

10 To integrate transportation systems into the mixture of land use planning of the greater downtown area.

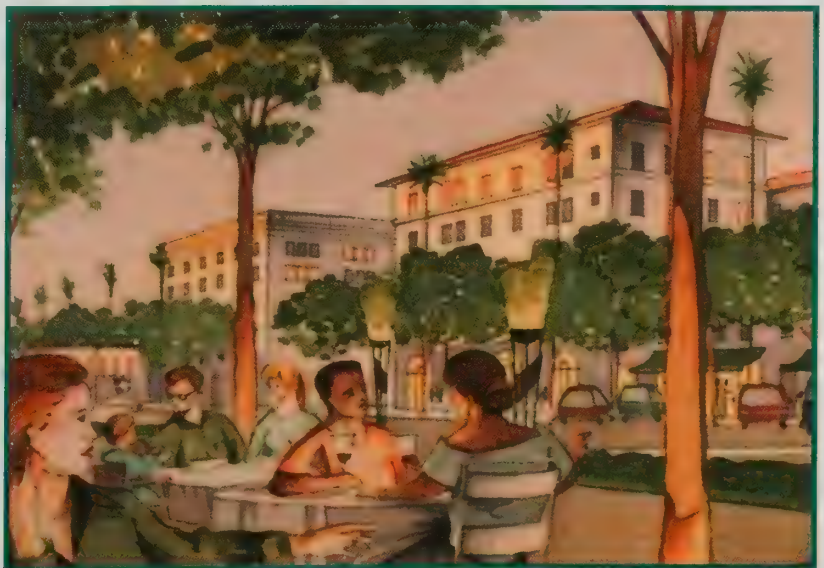
11 To create a downtown area that is a pedestrian oriented environment.

12 To increase revenues for the City without increasing taxes.

13 To create a special identity and central gathering place for Glendale's downtown.

14 To significantly increase the amount of public open space and developed parkland in the downtown and surrounding residential neighborhoods.

15 To cooperate with the school district to better integrate the schools into the citywide system of developed parkland.



Principles

GDSP

The following set of principles are to further support and define the GDSP goals. These principles are all an integral part of the GDSP and are not presented in any particular order of priority.

1 **The City of Glendale must strive to maintain its high quality of life by creating healthy neighborhoods in the Greater Downtown area and a vital downtown**

commercial district. Local schools, parks, community services, public safety, employment, housing opportunities, and convenient commercial services are all important elements of that quality of life. The City of Glendale must plan its future in a manner that ensures these strengths are recognized and preserved for the future generations of Glendale citizens.

2 **The vision for the City's future must provide broad implementation strategies which are flexible and can be adapted to specific neighborhood needs and market**

conditions. The method of achieving the desired flexibility is made possible by a plan that has a series of projects and strategies which prescribe the desired end results without dictating the specific means. Continued community involvement should insure the development of detailed projects that meet community needs.

3 **The City's plan for the future must prescribe an overall balance among its many elements.**

This balance must ultimately be about creating both buildings and public open space, accommodating the interests and needs of both pedestrians and drivers, encouraging a mix of both public and commercial buildings, developing new projects in the context of preserving important existing ones, and undertaking the process of implementation as a collaboration between public and private interests.

4

The City must adjust to the recent dynamic changes in the community.

Changes in demographics, housing stock and shopping habits, for instance, must all be taken into account. At the same time, efforts must be made to preserve and build upon the historic fabric and values of the community.

5

The inter-dependence of the Downtown and its surrounding neighborhoods must be recognized.

The Greater Downtown will become an enhanced assemblage of distinct districts and neighborhoods connected by transit, pedestrian and bicycle routes. The open space network will be expanded by allocating land for public and community service uses and for developed parkland. Community and neighborhood centers can serve the Downtown population. The inter-relationship of the districts and neighborhoods will eliminate costly duplication of facilities and encourage a sense of identity and community among the residents of Glendale.

6

The character and role of major downtown streets should be recognized and enhanced.

The public realm of the City will be a major focus of the GDSP. This includes the system of infrastructure, such as streets, parks, public facilities, and transportation. Planning for additional parks and multi-function recreation facilities will become a primary emphasis. The cooperative planning between local schools and City parks will be expanded. Street and landscape elements including lighting, paving materials, graphics and signage, street furniture, and planting should be designed to reinforce the overall organizational pattern of the Greater Downtown. The local and regional transit systems will be planned to allow for development to occur while minimizing congestion. When there is order and predictability of public decisions and spending, the private sector will have confidence in the City and its policies and can make confident investments in the future of Glendale.

7

The City of Glendale will cooperate with the other municipalities within the region to insure the quality of services that the residents and work force of Glendale

expect. Transportation investments by all levels of government are urgently needed to connect the City to the rest of the region and to improve the quality of the environment.

8

Public safety must remain a priority of greatest importance throughout the City.

Through the application of good design and sound law enforcement practices, new public and private facilities will create safer residential and commercial neighborhoods. Cooperation with local and regional law enforcement agencies is mandatory in order to expand services and facilities that will ensure a secure City.

9

The City must be marketed locally and nationally to stay competitive in the region.

Quality of life issues such as safety, cleanliness and recreation are key economic issues in the marketplace. These qualities are strengths for Glendale. Future plans must build on these qualities and seek to enhance them.

10

Glendale's identity and role in the region must be defined and reinforced.

Extremely important features of Downtown Glendale include the Glendale Galleria, a very successful shopping mall; the Alex Theatre, a beautifully restored historic theatre and dynamic performing arts center; a major concentration of office buildings, including several corporate headquarters; and the Brand Boulevard of Cars, offering a wide selection of car dealerships

11 Brand Boulevard above Colorado Street will be recognized as a regionally significant signature street with three distinct districts.

Each district has its own character, needs and patrons: the large-scale office area in the north; the locally supported retail facilities in the middle; and the regional shopping/entertainment/civic area to the south. While the districts are distinct in nature, a comprehensive approach to Brand Boulevard is necessary to capture what is common to all three areas while recognizing that which is tailored to the immediate environment.

12 A Town Center will be created as a distinctive place in the Greater Downtown.

The Town Center, anchored by the Central Library to the east and the Galleria to the west, will contain a major public open space, civic facilities and additional commercial uses. This important area should be served by a new transit shuttle on Brand Boulevard that connects the northern office area to these new uses. The Town Center should be an attractive gathering place which builds a sense of community and conveys a sense of belonging for all residents of Glendale.

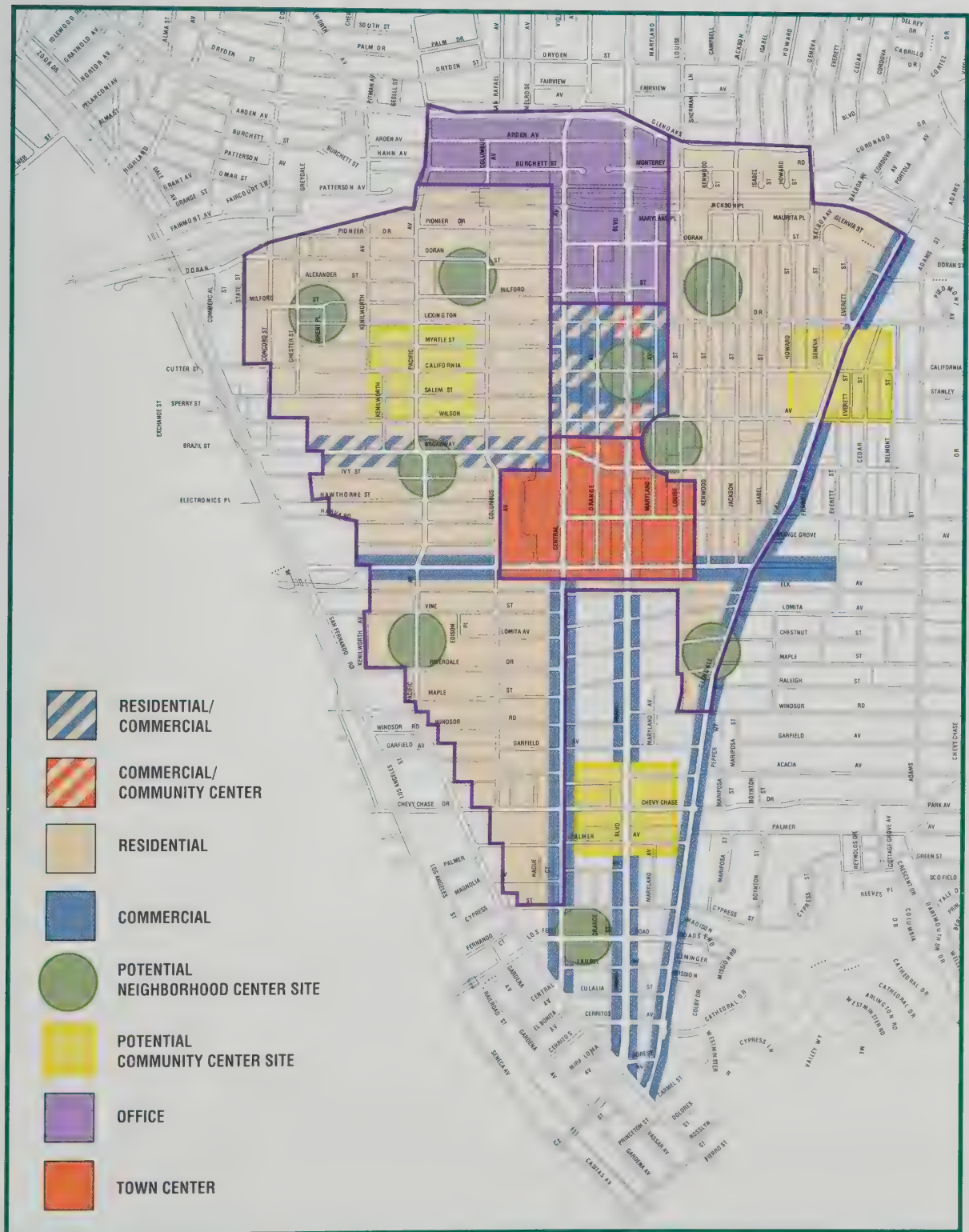
13 The Mid-Brand district must be the focus of a coordinated effort to create and reinforce a retail village environment in the Greater Downtown.

Here the objective will be to create a pedestrian friendly environment featuring small to medium size retail and office uses combined with a strong presence of entertainment and restaurants. The streetscape will be designed to promote pedestrian convenience and comfort while accommodating vehicular activity. The attraction of new promotional retail and entertainment uses to key corner locations will be essential to this effort. The Mid-Brand district must be designed to complement the Town Center part of the Downtown.

There are two primary Frameworks that form the basis of the GDSP: Land Use and Transportation. These Frameworks organize the plan into two specific planning categories which apply the identified goals and principles to the elements of the plan. Furthermore, they provide a context for the many specific strategies and projects which are being proposed as a means for achieving the desired goals and principles. The Land Use Framework includes a discussion of the plan elements such as open space, developed parkland, retail and entertainment, community facilities, office, hotel, public buildings, and downtown housing. The Transportation Framework discusses the elements related to the Greater Downtown street network, parking and transit.

LAND USE FRAMEWORK

The GDSP intends to retain the high degree of diversity that exists in the Greater Downtown. Uses that create a greater variety within each neighborhood and add to the image of the Downtown will be encouraged. Uses should reflect the role and character of the streets: high-profile image buildings on Brand Boulevard, garages and business support services on Orange, lower profile offices on east-west streets, other high intensity commercial uses and large value retailers on Central Avenue, and apartment buildings on east-west streets. The addition of significant amounts of public open space and developed parkland has been identified as one of the primary objectives of this plan. A mix of uses is important to produce a range of activities which cater to local citizens of all ages and interests. In no respect does this plan propose or suggest that the residential density or ultimate population of 225,000 residents of the City be increased beyond that permitted by current zoning.



Greater Downtown Land Use Plan

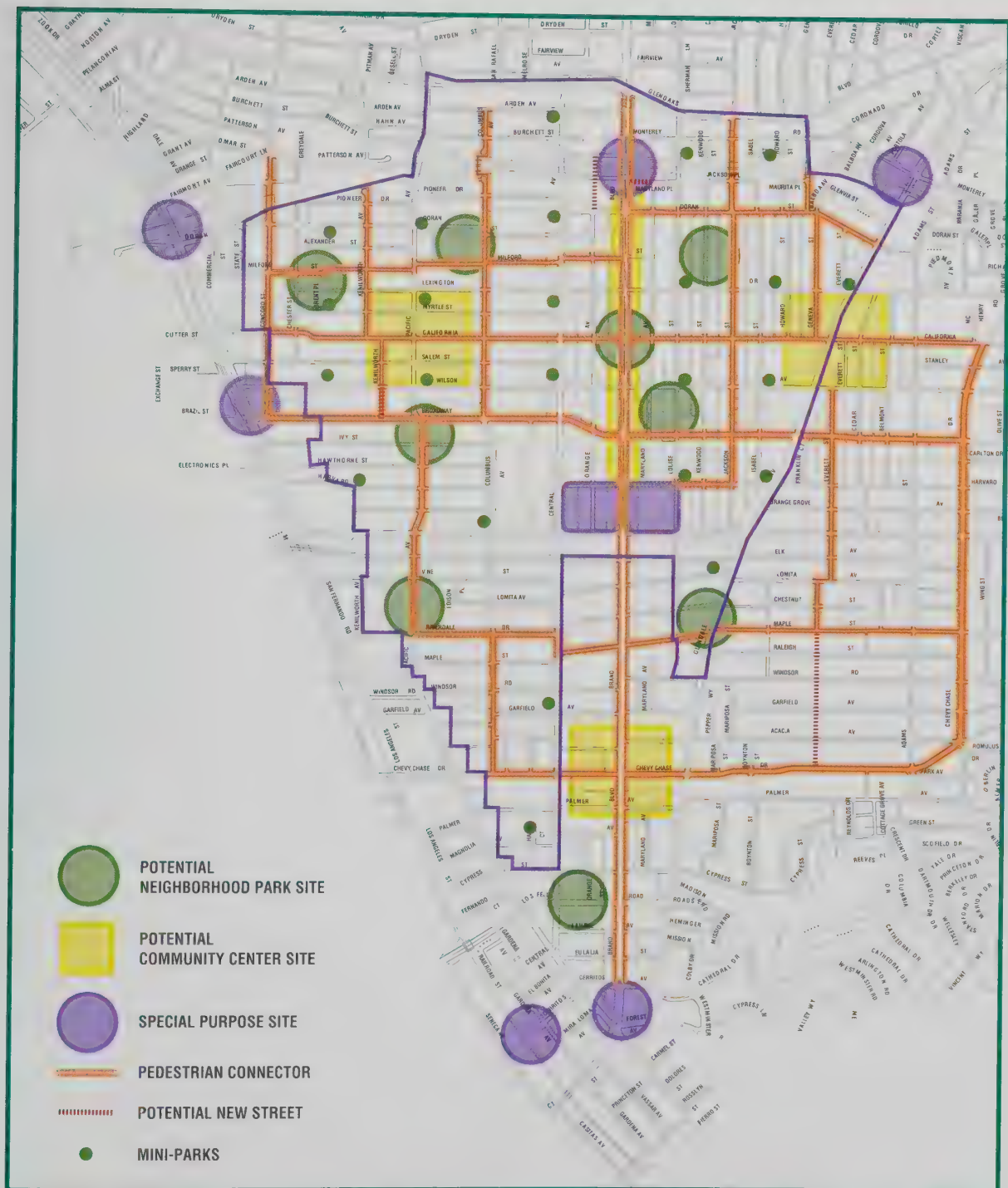
The GDSP identifies and builds upon patterns and variations of residential and commercial development which have occurred in the study area. The rich and diverse combination of land uses that exists is maintained. Centers are created by concentrating commercial and public uses to serve residential neighborhoods. Special types of uses such as civic and entertainment may be added to meet neighborhood needs.

Open Space Network

The lack of open space and developed parklands in the Greater Downtown area is recognized as a long-standing deficiency. The open space network is comprised of an assortment of open space elements, public and private, with clearly defined uses and purposes which range from intimate neighborhood pocket parks to developed parklands with active recreation to downtown civic plazas and the landscaped streets and sidewalks that connect these elements to one another. The GDSP intends to increase the amount of open space and developed parkland and establish a relationship between the network of public and private open spaces. A strategy is needed to determine the location of open space elements in relation to other urban elements that will create a network of open space city-wide.

The ability of a neighborhood to function properly depends to a large degree on the nature of these spaces, their location within the neighborhood and their relationship to buildings, uses and community activities. The GDSP suggests an approach for creating and locating open space that would provide a physical structure conducive to maintaining or developing safe, attractive, convenient, and healthy residential and commercial areas. Wherever possible, opportunities should be pursued to link open space to the schools and other community facilities located in neighborhoods. The priority needs of each neighborhood, including security issues, youth programs, senior services, and recreation, should be considered as the open space network is developed. Specific sites for new parks and open space will not be determined until such a strategy is developed.

Relative density and building form have a direct relationship to the perception of density and the relationship of building form to open space. The strategy recognizes and seeks to preserve historical building types and the character of neighborhoods where desirable. The existing pattern of individual buildings surrounded by open space will be maintained. Building continuity, height and placement should be utilized to create a variety of buildings and spaces that reinforce the roles of the various streets and open spaces. As part of the open space strategy, old dilapidated buildings or overly dense housing development sites should be the preferred location for new open space where possible. Through community-based planning efforts, the removed housing units are recommended to be replaced along transit routes.



Greater Downtown Open Space Diagram

The GDSP increases the amount of developed parkland and establishes their roles. The diagram indicates general locations for various open space elements which maintain and develop safe, attractive and healthy neighborhoods and commercial districts. In some instances the locations are specific, such as Pacific Edison and Town Center. In others, locations are flexible and are intended to show general areas within which certain types of open space would ideally be located.

- Community Centers provide a focus and identity for a particular location to serve a broad range of residents.
- Neighborhood Centers provide a focus for specific neighborhoods primarily to serve local neighborhood residents.
- Mini-Parks are readily accessible, more intimate and more specifically suited to the particular needs of residents and employees.
- Pedestrian Connectors are safe and attractive environments that provide pedestrian connections to all major proposed open space elements.
- Special Purpose sites are located at major entrances or gateways in order to establish an image and announce the arrival to the City.

Community/Neighborhood Centers

The GDSP recognizes that the Greater Downtown is composed of distinct neighborhoods often in need of identity and structure. A Community/Neighborhood Center is a place which should contain a mix of uses to serve primarily the residents of a neighborhood or a cluster of neighborhoods. The location of a Community/Neighborhood Center should be within a convenient walking distance of the neighborhoods that it serves. Uses in Neighborhood Centers are similar to those at a Community Center, but they serve primarily the residents of an immediate neighborhood. Each Community/Neighborhood Center may contain park, recreational, residential, institutional, public, and commercial uses in addition to parks. The specific uses and proportion of each within a particular Community/Neighborhood Center will vary depending on the needs of the surrounding neighborhoods and the appropriateness of the location for siting of facilities to serve other residents as well. The lack of public open space and developed parkland is a theme shared by all of the neighborhoods.

The implementation process, guided by the Neighborhood Task Force, selected a Model Neighborhood Area in which to apply the newly established Neighborhood Planning concept. This strategy is based on the premise that local residents, business owners and community organizations need to be directly involved in all efforts to improve their own neighborhoods. Issues affecting the livability of neighborhoods along with tools addressing these issues have been identified. The formulation of neighborhood guidelines necessitates a review and determination by the neighborhood to insure that they reflect the neighborhood's needs, characteristics and visions.



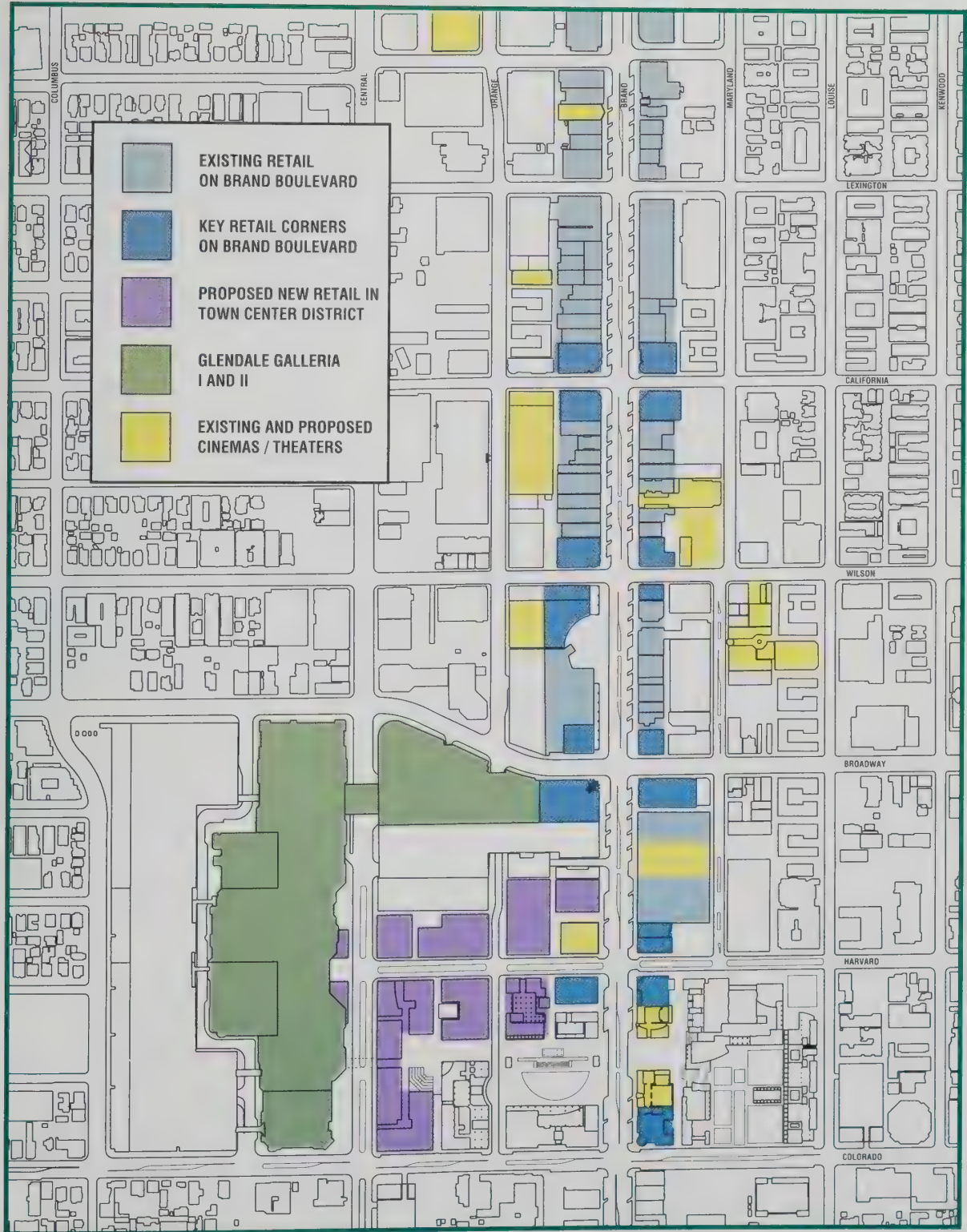
Neighborhood Center/Park

This neighborhood park faces single family houses, apartments and neighborhood service retail. The mix of uses in each neighborhood center will vary depending upon the needs identified by individual neighborhoods.

Retail & Entertainment Development

Another goal of the GDSP is to connect and market the City in the region. A retail and entertainment development strategy is necessary to identify type, size and location and to control and guide development. Marketing efforts toward attracting new retail uses in the Downtown should be focused at the Downtown's historical "100% retail corner" at Brand Boulevard and Broadway. The prominence of this intersection is further heightened by the convergence of Mid-Brand, The Exchange, the Marketplace Project, Glendale Galleria, and Town Center at this location. All four corners should be strengthened with anchor retailers creating a magnet of pedestrian activity. Street level connections to the Glendale Galleria both at Broadway/Brand Boulevard and Harvard/Central intersections are necessary if Brand Boulevard is to benefit from the power of the Glendale Galleria. In turn, new development will be designed to complement and not jeopardize the thriving business at the Galleria.

Part of the effort to strengthen Mid-Brand is focused on the addition of specific retail uses in the range of 5,000-15,000 square feet along Brand Boulevard and connector streets. Based upon market demand, it is possible that one or more tenants may exceed 15,000 square feet. The business attraction effort will be oriented to attracting, assisting and securing several new anchor and in-fill tenants. Desired uses are pedestrian and sidewalk activity generators such as cinemas, restaurants, specialty home furnishings, apparel, and entertainment related retailers which contribute to the Downtown's night life. New cultural arts facilities, including public and private galleries and libraries, will play an important part in establishing a broad base of attractions for the area. Facilities that encourage family-oriented activity and provide opportunities for youth, for example ice skating and interactive retail, should be encouraged. Policies and programs that address facade renewal or restoration, outdoor dining and vending carts are important to further enhance the sidewalk pedestrian life. Restaurants will be encouraged to use the public right of way and possibly the diagonal parking zone as an expansion of their dining facility with the use of tables, planted screens and bollards provided through an outdoor dining program.



Retail & Entertainment Development Plan

The retail and entertainment development strategy targets both Mid Brand and Town Center districts. Marketing efforts are focused at Downtown's historic "100% retail corner" at Brand Boulevard and Broadway. The strategy identifies site options for cinemas, live theaters, and destination or anchor retailers. New cultural arts facilities and youth-focused uses will establish a broad base of attraction for the area.

Retail expansion is proposed for the Town Center district in order to further connect the Glendale Galleria to street retail on Brand Boulevard. A variety of retail uses will be located along Harvard in the range of 20,000-25,000 square feet with occasional smaller businesses interspersed among them. At the Galleria entrance at the end of Harvard Street, a new two-story addition is proposed which will mark the Central/Harvard intersection as an important node encouraging people to move in and out of this large shopping mall. Larger retailers in the range of 30,000-50,000 square feet and above will be located on Central and may be connected to the Glendale Galleria by a pedestrian bridge.

The GDSP recognizes the importance of parking as a critical component in the success of the Central Business District. A “park-once” conceptual strategy may be utilized in parts of Mid-Brand and the Town Center Districts to enhance the success of the Central Business District. The strategy however, can only be utilized for projects where it is determined that implementation will not have a negative effect on neighboring businesses. Negative effect includes, but is not limited to, any interference with the operation of an existing business. Numerous parking garages must be strategically located so that people can comfortably walk to all the businesses within each of the districts. Under this strategy, well-linked, attractive and active pedestrian places encourage people to leave their car in one parking location and visit various destinations on foot.





Brand Boulevard

A retail and entertainment development strategy is necessary to target uses that generate pedestrian and sidewalk activity on Brand Boulevard. Business attraction efforts will be complemented by an expanded Facade Improvement Program. Outdoor Dining and Vending Programs will also be implemented to enliven the public right of way.

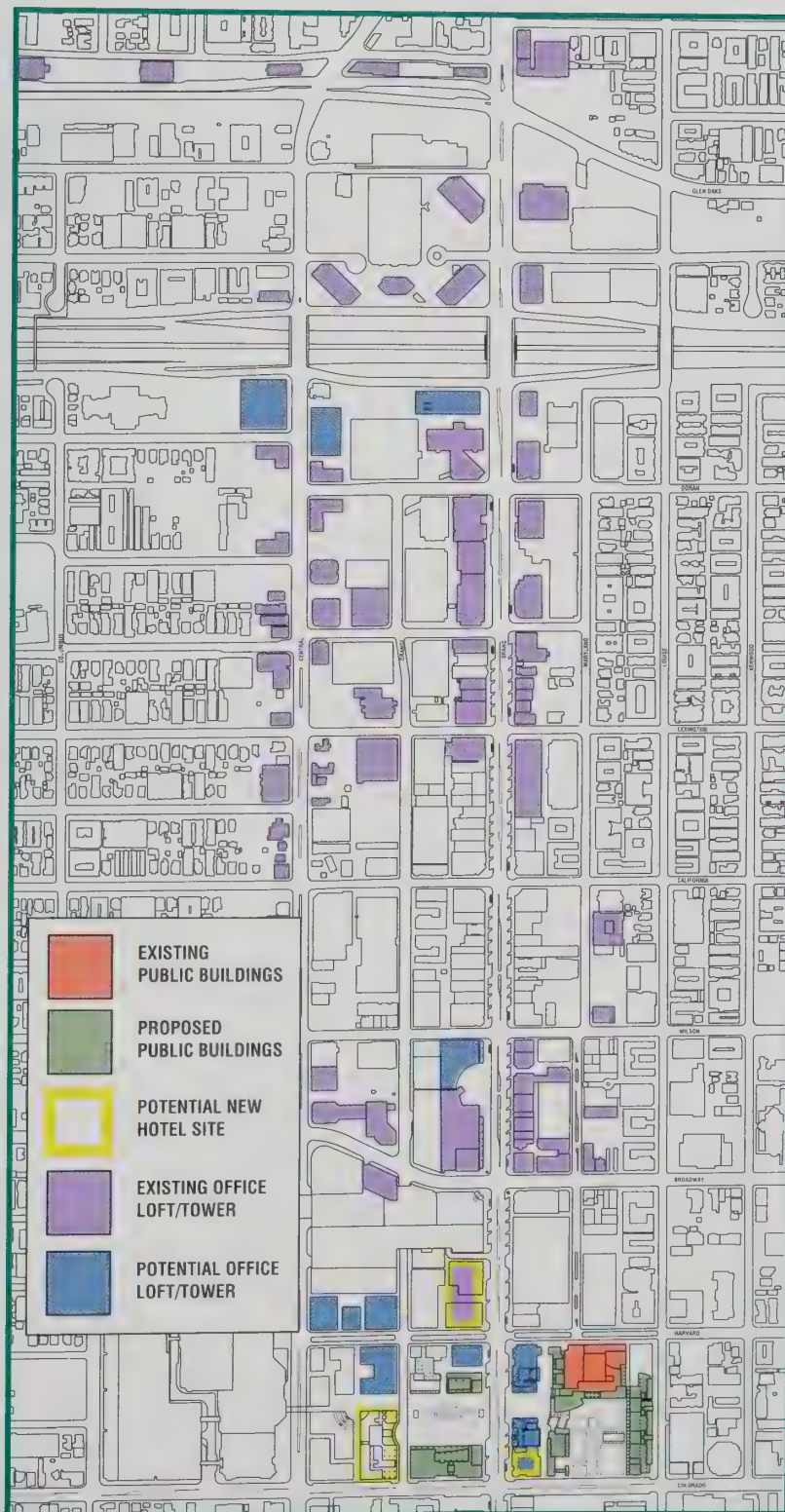
Office, Hotel and Public Buildings in Downtown

The office development contemplated in the GDSP is expected to be a market driven private development function. This strategy, although not proposing new office development, is attempting to anticipate what the private market will likely propose. Two types of office developments are called for in the GDSP. The first is stand-alone office-use buildings, and the second is office lofts as an upper floor component of mixed-use projects. The role of the GDSP is to identify potential sites and determine relationships between the existing and proposed developments to best serve the community. Office development will be encouraged to occur within the Central Business District (CBD) specifically in the northern portion of Brand Boulevard, from Lexington north to Glenoaks Boulevard.

Analysis has shown that Glendale can support an additional business class hotel. The Town Center District plan identifies several possible sites for this hotel of 250-350 rooms. Development of the hotel would occur when market conditions are adequate to support this private development project.

A variety of public buildings are proposed throughout the Greater Downtown. Within each of the Community Centers it is anticipated that a public facility may well be a part of the ultimate neighborhood plan. Each of these facilities will respond to the individual needs of the particular neighborhood. Possible activities within such a facility could include recreation, library, police, health, education, and other needs as determined through the neighborhood based planning process.

Within the Town Center District several important facilities have been identified. These include: an addition to the Central Library to house a children's area and possibly a new studio art center, a new and expanded Adult Recreation Center, a new Centennial Hall which would provide meeting rooms and exhibition space, and other possible new facilities such as a museum/gallery/institute and a community gymnasium.



Office, Hotel and Public Buildings in Downtown

The GDSP, although not proposing new office development, anticipates the private market actions. Stand-alone office-use buildings and office lofts (upper floor component of mixed-use projects) are permitted. A new business class hotel of 250-350 rooms is anticipated in the Town Center District. A variety of public buildings are proposed including an addition to the Central Library to house a children's area, a new Centennial Hall which will provide meeting and exhibition space, and possibly a gallery/museum/institute adjacent to Centennial Square.

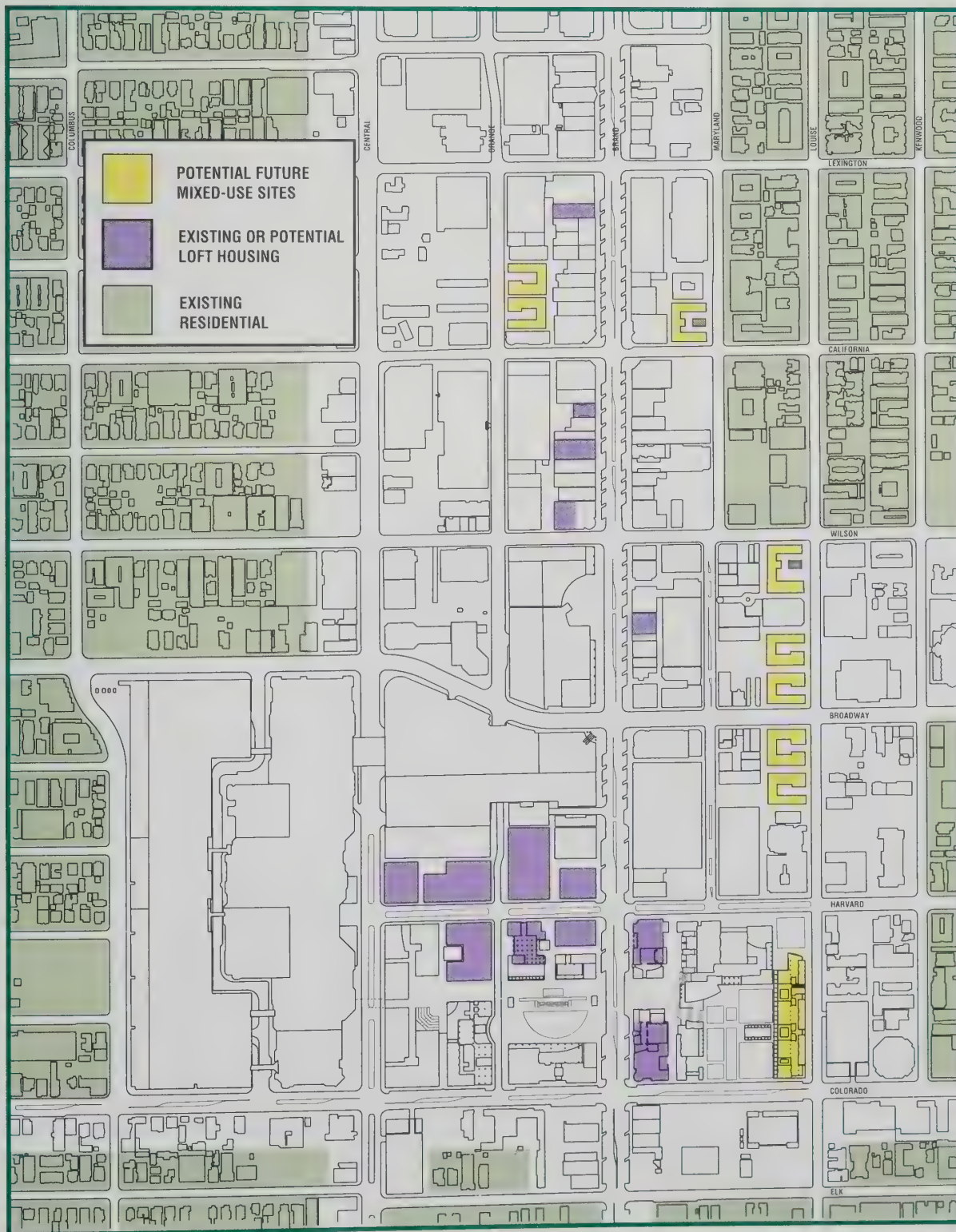
Downtown Housing

Housing is considered an integral component of an active downtown. Downtown residents bring life and security to the downtown area as public streets become part of their open space and recreational network. In return, the associated neighborhoods are strengthened.

In the Greater Downtown area, the GDSP intends to protect existing housing units, particularly single family and other lower density development, and replace existing deteriorated or obsolete housing and vacant lots with new units. The GDSP plan does not propose any increase in housing density aside from that which will take place under market conditions and current zoning. It should be emphasized that this planning process is consistent with the City's projections of a population capacity of approximately 225,000. Nothing in this plan is intended to increase the overall population of the City. The Mid-Brand and Town Center districts are adjacent to well-established residential neighborhoods to both the east and the west. However, these neighborhoods have become detached from the Central Business District (CBD) as a result of the development pattern in the past decade. The provision for a pedestrian circulation network and development of residential uses in the CBD will strengthen these neighborhoods and provide a strong link to the CBD.

A number of housing sites have been identified within the Mid-Brand district adjacent to the existing housing stock. Streets such as Orange, Louise, Broadway, Wilson, California, and Lexington present opportunities for housing development adjacent to attractive urban elements already in place. The charm and character of the older buildings on these streets such as the Baptist and Presbyterian Churches, YMCA, Maryland Hotel, and the U. S. Post Office are integral components of a well-established neighborhood. Other preferred sites are those that currently consist of inappropriate uses, thus presenting an opportunity to achieve multiple goals such as introducing around-the-clock residents and removing a nonconforming use.

Four kinds of housing projects are proposed for the Downtown: mid-density apartments, low density condominiums, loft/artist residences, and senior housing. In the Downtown each of these housing types would occur on the second level above retail or other commercial uses. Mid-density apartments and low density condominiums can be



Potential Housing Development in Downtown

The Central Business District is surrounded by well-established residential neighborhoods. The GDSP intends to protect existing housing units, particularly single family and lower density developments, and replace existing deteriorated housing and vacant lots with less dense condominiums/apartments, senior housing, public open space, and possibly loft/artist residences (as second story components to mixed-use development).

located on Louise as bridges to the neighborhoods surrounding the CBD. Orange and Maryland between Wilson and California can also support denser residential activity in the immediate proximity to Brand Boulevard. Loft/artist residences above retail/office are proposed on reactivated second levels along Brand Boulevard as well as along Wilson, California and Harvard in the Town Center project. Senior housing is proposed along Louise adjacent to Central Park in the Town Center district as a needed ingredient in the Adult Recreation Center.



Senior Housing above Adult Recreation Center

The view through the Chinese Elm Trees at the restored Central Park shows the relationship of the senior housing units on two levels above the expanded Adult Recreation Center fronting the Park.



Housing Options in Mid-Brand District

A number of sites adjacent to existing housing stock have been identified for possible housing development. The charm and character of older buildings in the area, such as the U. S. Post Office and the YMCA, are key components of a well established neighborhood. This view from Louise at Broadway shows possible mixed-use projects consisting of two and three levels of residential units above commercial/retail. East-west streets such as Broadway, Wilson, California and Lexington are preferred for future housing in order to reconnect the neighborhoods on the east and west sides of the CBD.

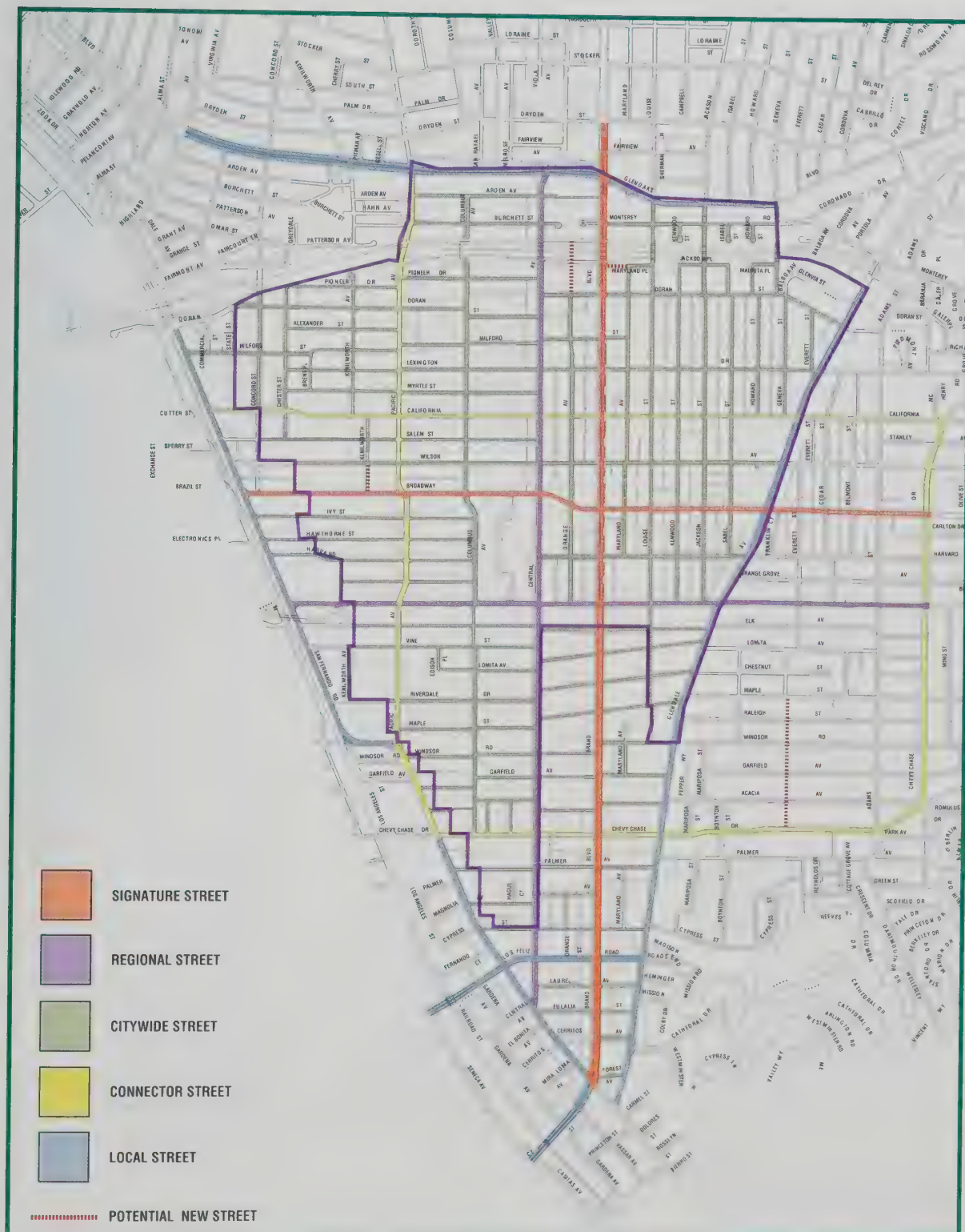
TRANSPORTATION FRAMEWORK

Greater Downtown Glendale is served by the regional freeway system via three freeways, the 2 FWY, 134 FWY and 5 FWY. A key goal of this Plan is to improve the accessibility to this regional system by working closely with Caltrans and other transportation agencies. The intent of the GDSP is to balance vehicular and pedestrian traffic and to direct traffic to desired destinations quickly and conveniently, avoiding negative impacts by excessive traffic. Within the Greater Downtown, an established grid system of surface streets will continue to serve as the basis of the Framework. An aggressive mitigation program involving vehicle trip reduction measures, together with physical street and sidewalk improvements, will be necessary to prepare for growth in Greater Downtown. Streets, landscape and urban elements will be integrated to reinforce an overall organization pattern.

TRANSPORTATION FRAMEWORK

Downtown Street Network

The traffic strategy directly relates to the role, character and image of each street and indicates the description given to each downtown street by its designation: Signature Streets (Brand Boulevard and Broadway); Regional Streets (Central and Colorado); City-wide Streets (San Fernando, Glendale and Glenoaks); and Connector and Local Streets.



Greater Downtown Street Network

The amount and type of traffic on a street is a major determining factor of its character. This traffic will influence the types of activities/uses located on the street, its quality of pedestrian activity and even the appearance of the street. Conversely the design of a street influences the activities, the users of the street and the purpose of the use. The GDSP identifies the traffic volume, role, character, and image for Greater Downtown streets.

DOWNTOWN STREET NETWORK

SIGNATURE STREETS

Brand Boulevard and Broadway are designated Signature Streets due to their unique identity. Brand Boulevard is the “image” street of the City of Glendale as generally perceived inside and outside of the City. Broadway, while different than Brand, is also seen to be important within the City. Historically, the intersection of Brand Boulevard and Broadway has been the “100% retail corner” of Downtown, and the character should continue to reflect this pattern. The incorporation of historic street lights is an example of a street design feature that can contribute to this atmosphere.



Office District



Mid-Brand District

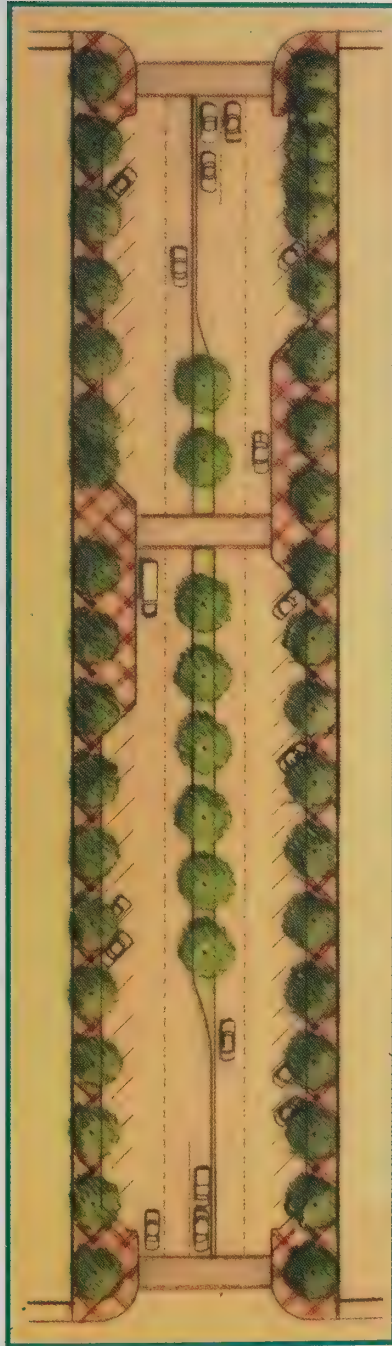


Town Center District

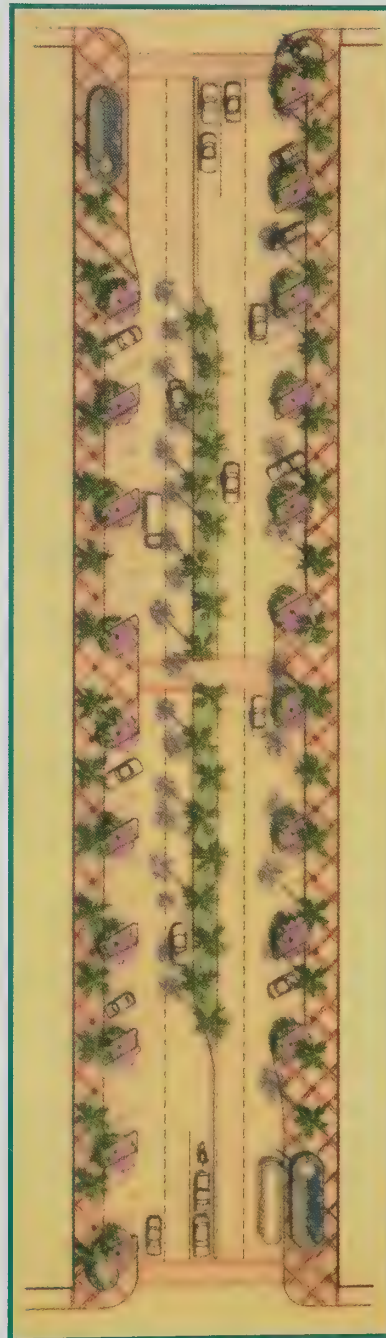
Brand Boulevard

Brand Boulevard is considered the City’s primary Signature Street. This classification recognizes that the GDSP will encourage destination oriented traffic and discourage through traffic. A “phasing strategy” has been developed for Brand Boulevard which calls for a flexible design strategy to be implemented to adapt to actual demand as the need dictates.

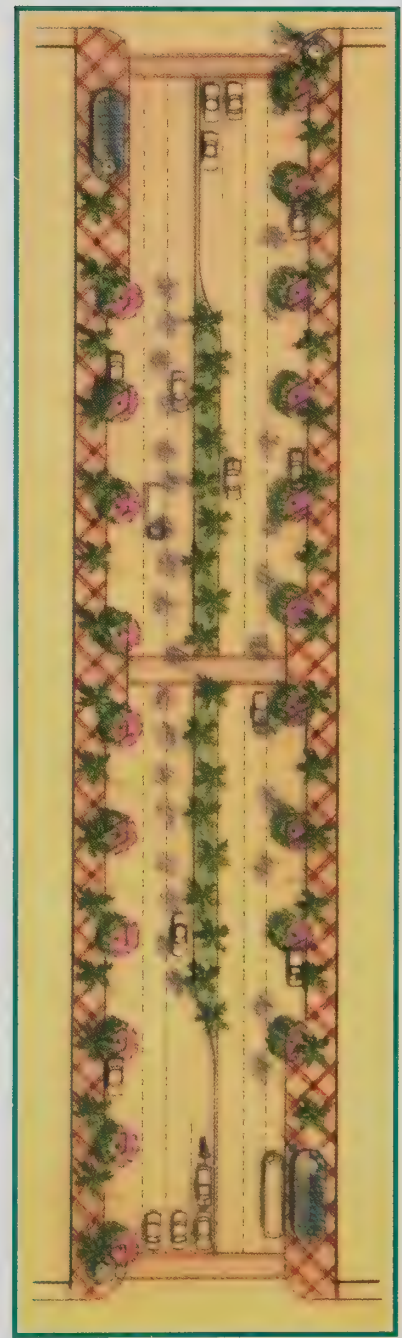
- Maintain pedestrian friendly environment.
- Sidewalk width to remain at 15 feet.
- Curbside parking to remain along the retail district south of Milford.
- Flexible use of parking spaces to allow alternative uses such as outdoor dining.
- Add Mexican Fan Palms through office, Mid-Brand and Town Center districts to continue the tree pattern established north of Glenoaks.
- Add a second row of canopy trees on sidewalks: Jacaranda in Mid-Brand and Chinese Flame Tree in Town Center.
- A phased implementation plan is necessary to respond to increased transit use by adding a new lane if warranted by traffic volume.
- Incorporate signature elements to provide a continuous identity for the boulevard.
- Relocate transit stops at the far side of each intersection.



Existing



Phase I



Phase II



Brand Boulevard Phased Improvements

Brand Boulevard is considered the City's primary signature street. A flexible design strategy maintains its current pedestrian friendly character while anticipating accommodations for future vehicular and transit volumes. Trees, landscape and other amenities are added in the beginning phase while retaining angled parking and mid-block pedestrian crossings. As increased traffic volume warrants, future phases may convert angled parking to parallel parking to allow for an added transit and traffic lane.

Brand is a relatively long street that traverses three districts. A primary consideration in its design is its seamless integration and compatibility with the image of the commercial/financial district to the north to the Town Center in the south. Signature elements will be placed at prominent street intersections to give immediate recognition to the motorist and the pedestrian upon arriving at the signature street of Glendale. These elements will be vertical in nature. They will be conceived as primary markers to identify the entrance to Brand Boulevard at the freeway and to mark the unique parts of the boulevard. Proposed locations are at the Freeway overpass, at the corner of Lexington as an entrance to Mid-Brand, at the corner of Broadway as the transition to Town Center, and at Colorado to mark the end of Town Center and the beginning of the Brand Boulevard of Cars. These signature markers will be designed with a common theme of identifying elements used throughout Brand Boulevard along with site furnishings that would share the same colors, materials and graphics.



Broadway

Broadway

Broadway is considered a Signature Street, but of a different nature than Brand Boulevard. Within Downtown, Broadway is viewed as a primary destination street. A pleasant pedestrian environment, including generous sidewalk areas, is important for this street within the Downtown area.

- Maintain pedestrian friendly environment.
- Where possible maintain or widen sidewalk width to 12 feet.
- Maintain existing landscaping and augment with Cape Chestnut trees.

DOWNTOWN STREET NETWORK

REGIONAL STREETS

Central Avenue and Colorado Street are designated as Regional Streets. These are primary connectors of the Downtown and its specific destinations, such as the connection of the Galleria to the Freeway system. They are now among the highest volume streets and would be regarded as primarily traffic streets in the overall Downtown Framework. Vehicular through traffic should be directed to these streets, as should truck and service delivery traffic.

Central Avenue

- Add landscaped center median with African Tulip Trees.
- Add Golden Medallion Trees on sidewalks.
- No on-street parking.
- Maintain sidewalk width at 11 feet minimum in segment from 134 Freeway to Lexington.
- Maintain sidewalk width at 10 feet minimum in segment from Lexington to Broadway.
- Maintain a 16 feet west sidewalk and 10 feet east sidewalk in segment from Broadway to Colorado.
- Add lane from 134 Freeway to Colorado.



Central Avenue

Colorado Street

- Maintain sidewalk width at 10 feet minimum.
- Add Canary Island Date Palms on sidewalks.
- Add center landscaped median with Italian Stone Pine Trees.
- No on-street parking except some on south side at Brand to Louise.
- Street widened between Central and Louise to add one lane.



Colorado Street

DOWNTOWN STREET NETWORK CONNECTOR STREETS

These are the streets within the Greater Downtown that connect the Community Centers and the Neighborhoods to each other and to other important centers. These are not high volume traffic streets and should be protected from increased automobile traffic. They are primarily pedestrian, local transit and bicycle streets and include California, Chevy Chase and Pacific. Since they connect the Greater Downtown neighborhoods and community centers, they provide opportunities for linkages to regional bicycle routes and other systems extending beyond the Downtown. As necessary, the Connector Streets such as Orange, Wilson and California will be modified to allow for wider sidewalks; center medians may be installed on Maryland and Harvard. The modifications are proposed in order to add landscaping and street elements necessary for a comfortable urban environment and thus foster an attractive and successful pedestrian network.



Orange Street



Maryland Avenue



Wilson & California Streets

- Maintain/enlarge sidewalk to 10 feet minimum width.
- No on-street parking.
- New healthy trees to be inter-planted amongst existing street trees.
- Planting strips with climbing flowering vines incorporated against blank building walls.

Harvard Street

Harvard Street is a unique street that will serve a variety of functions in the Downtown including its key role as a direct tie between the Galleria and Brand Boulevard. It will be the southern leg of the proposed transit square (discussed later in the GDSP) and in this role must accommodate

at least local transit functions. Within its retail environment, Harvard will be both a pedestrian friendly street and shopper oriented. In this capacity, it may accommodate outdoor dining, shopping stalls, and the open air elements of the Public Market. In addition, Harvard must also provide vehicular access to retail and parking in the area.



Harvard Street

- Maintain sidewalk at 10 feet minimum width.
- Add center landscaped median with Tipu Trees.
- Center median west of Brand to be as large as possible for pedestrian activity.
- On-street parking where possible.

DOWNTOWN STREET NETWORK

CITY-WIDE STREETS

This designation includes San Fernando Road, Glendale Avenue and Glenoaks Avenue. Glendale Avenue will play a very significant role as an additional traffic access to/from the Ventura Fwy (134) to the eastern parts of Greater Downtown. These streets have a high volume of traffic and continue beyond the Greater Downtown to connect to other parts of the city and beyond. They have less of a “through-traffic” character than the Regional Streets. City-wide Streets could also be used for trucks and service delivery routes.

DOWNTOWN STREET NETWORK

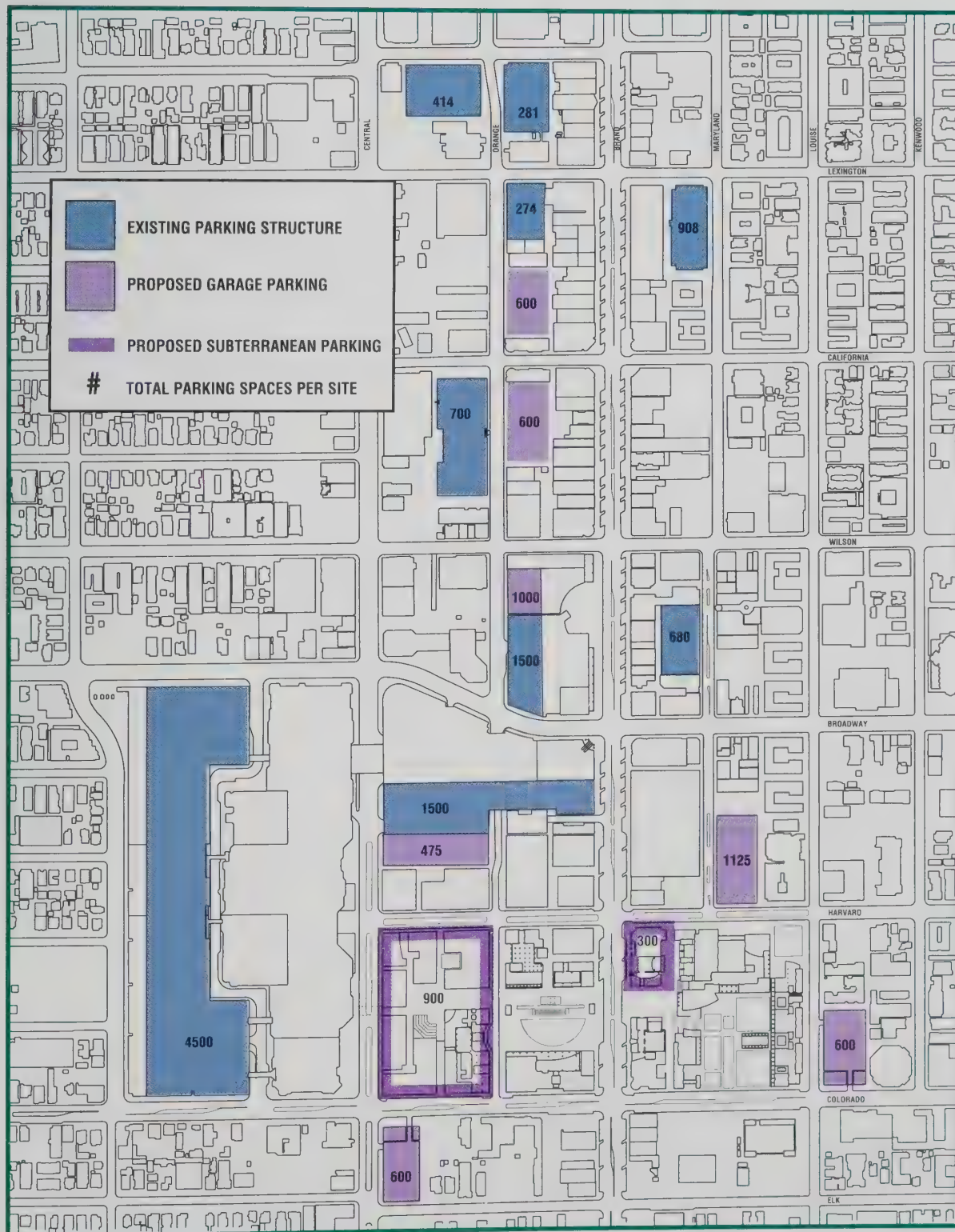
LOCAL STREETS

All other streets are considered to be local streets. In predominantly commercial areas, these streets provide access and service to all of the uses in these areas in support of the major designated streets. In residential neighborhoods, they are to primarily serve local residents. Local Streets are generally lower volume, lower speed, more pedestrian friendly, and connect residential to commercial neighborhoods.

Parking

The GDSP recognizes the importance of parking as a critical component in the success of the Central Business District. A “park-once” conceptual strategy may be utilized in parts of Mid-Brand and the Town Center districts to enhance the success of the Central Business District. The strategy however, can only be utilized in cases where it would be determined that implementation would not have a negative effect on neighboring businesses. Numerous parking garages must be strategically located so that people can comfortably walk to all the businesses within each of the districts. Under this strategy well-linked, attractive and active pedestrian places encourage people to leave their car in one parking location and visit various destinations on foot.

Where it has been determined that a shared parking strategy will not be detrimental or negatively impact an existing business and is practical, such shared parking is recommended in order to provide optimum utilization, efficient land use and cost effectiveness. Payment of an in-lieu fee rather than provisions for on-site parking development for retail, theatres, meeting rooms, office, and hotel uses can only be utilized where it has been determined that the lack of on-site parking development will not adversely or negatively impact existing businesses. Structured parking should be dispersed throughout the CBD, and it is generally recommended that public facilities be limited in size to between 600 and 800 cars in order to reduce the traffic congestion that begins to occur when structures are larger than this. The location of these structures should be chosen to support the “park-once” strategy so long as the location and strategy does not negatively or adversely impact existing businesses.



Parking Options in Downtown

Parking is an important factor for future projects in the Greater Downtown. Structures are recommended to be smaller in size to reduce their visual and congestive impact. Parking will be dispersed throughout the city to increase accessibility to a variety of users. The location of these structures is intended to support a park-once strategy.

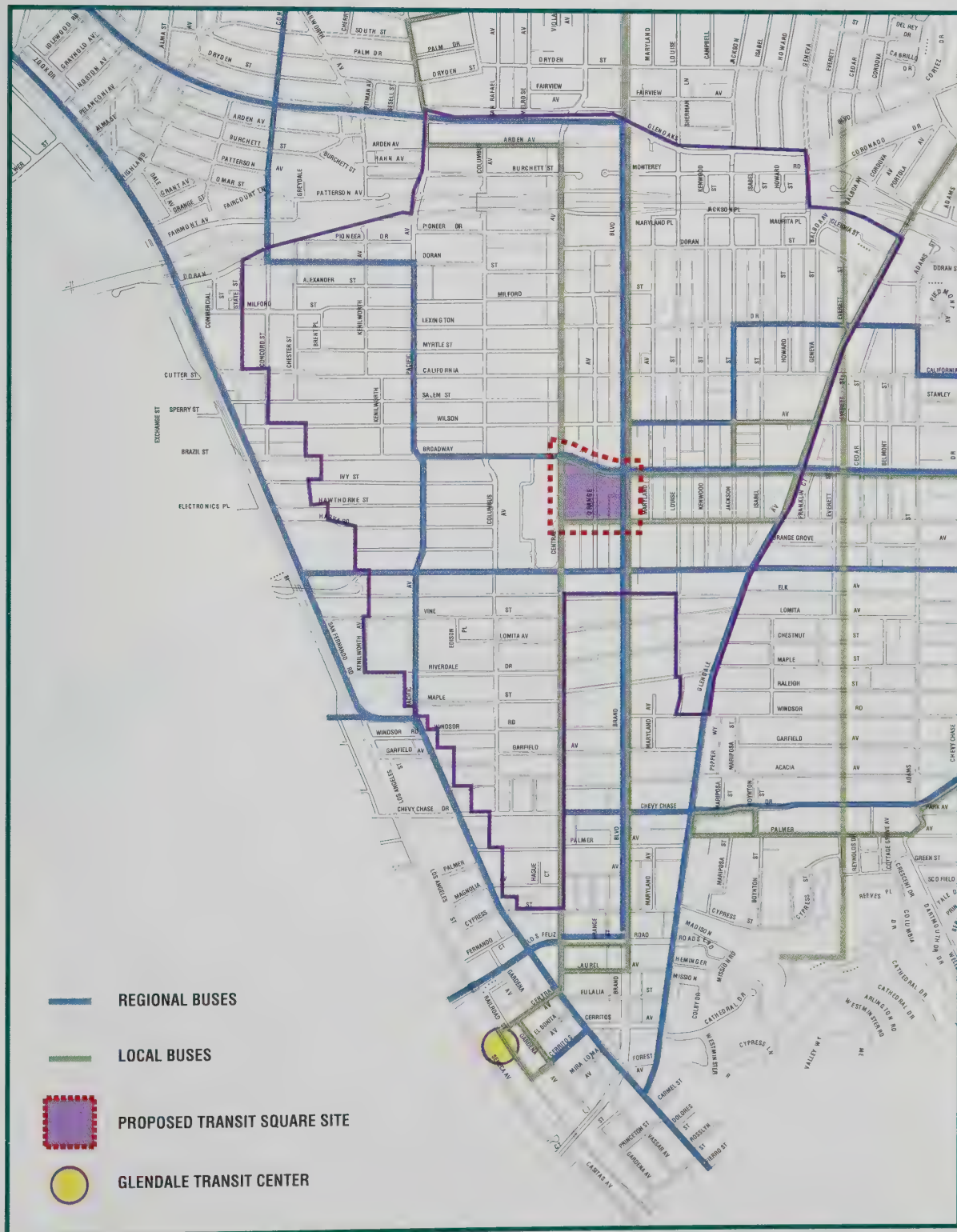
Transit

The GDSP emphasizes the need to connect the Greater Downtown with the rest of the region via inter-city service. Without an effective regional and local transit system, the projects proposed in the GDSP cannot be achieved. One of the goals of the GDSP is to relate types of transit service to appropriate locations and streets within the Greater Downtown. Brand Boulevard and Broadway will be the primary transfer locations for the Beeline and Metropolitan Transit Authority (MTA) regional bus service. These streets contain the greatest amount of pedestrian activity and serve the destinations that have the greatest demand. Beeline service will be directed to the major downtown streets to provide service for the community while minimizing impact on local streets.

As the business district evolves, a program for special shuttle service should be promoted that would provide more frequent transit service in the immediate downtown. Themed shuttles are proposed to provide frequent service during lunchtime, evenings and holidays within the Downtown and among peripheral public and private parking facilities. The entertainment and aesthetic value of such a shuttle should not be ignored as an opportunity to further enliven the downtown environment.

To accommodate a more efficient transit system, the transit stops on Brand will be relocated to the far side of the intersection. Especially designed signature elements and signage will facilitate transit usage and enhance the character of the street. Although regional MTA buses do not need to stop at each intersection, transit stops will be provided at each block for Beeline buses serving the Downtown. Many of the existing Beeline and MTA bus routes will remain on Brand. However, clean-fueled buses will replace the 40-foot MTA diesel buses. Those regional Beeline and MTA lines that can be relocated to other streets without adverse ridership impacts will be re-routed via Central and other appropriate streets.

The Transit Square will be bounded by Central, Broadway, Brand, and Harvard. Enhanced amenities can facilitate transfers and integrate transit stops more naturally into the Downtown environment. The Transit Square will build on existing travel and transfer patterns to strengthen transit's presence in the Downtown. Negative impacts frequently associated with downtown bus terminals such as extensive bus queuing and idling and additional dedicated land or travel lanes will be avoided. Transfer opportunities will be provided at the Square for all local, regional and express lines serving Downtown. Transit service that reinforces the "park-once" strategy will be encouraged and may be provided by public or private parties.



Greater Downtown Transit Network

The GDSP relates the types of transit service to appropriate locations and streets. The Transit Square is located where all Beeline and MTA service routes intersect. Themed shuttles are proposed to provide frequent service during lunchtime, evenings and holidays within the Downtown and among peripheral public and private parking facilities.

A key component of the transit system will be the development of the Los Angeles Glendale-Burbank rail line, which will travel from Union Station in Los Angeles to the Burbank-Glendale-Pasadena Airport in the existing railroad right-of-way adjacent to San Fernando Road. The type of system proposed is Alternate Rail Technology (ART). Stations will be located at the Glendale Transportation Center, Broadway and the Grand Central Area. It is essential that the plan include feeder/distributor bus connections to the Downtown in order to capture the full value of this regional connection.

The strategy recognizes and seeks to preserve historical development patterns and the character of neighborhoods. By linking land use to transit, both housing and transportation needs can be met without negatively impacting the character of these neighborhoods. Through community based planning efforts, as housing units are recommended to be removed to create neighborhood parks, the removed units may be replaced along transit routes.



Transit Square

A transit square concept is proposed to provide for all local, regional and express lines serving the Greater Downtown. Enhanced amenities, signature elements and signage will facilitate transit usage and transfers and better integrate the transit system into the downtown environment.

Projects by District

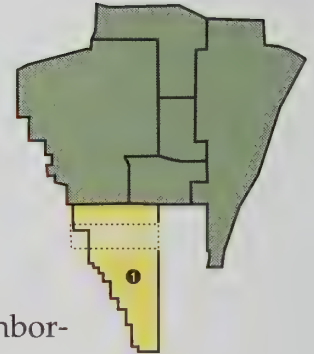
The GDSP has identified projects and strategies for implementation which are specific for each area of the Greater Downtown. The neighborhood based planning concept is a tool applicable for the neighborhoods on the east and west side of Brand Boulevard. The Pacific Edison area was used as a model neighborhood to test the application of this concept. Projects, policies and strategies have also been proposed for the Office, Mid-Town and Town Center Districts.



District 1

NEIGHBORHOOD SOUTH OF COLORADO STREET

Pacific Edison Model Neighborhood



As part of the Neighborhood Task Force effort, a model neighborhood area was selected and endorsed by both the City and the Glendale Unified School District as a pilot project demonstrating a comprehensive approach to neighborhood planning. The selected model neighborhood is the Pacific Edison area, bordered by Chevy Chase, Colorado, San Fernando, and Brand Boulevard. The recommended land use concept for the Pacific Edison model neighborhood is designed as a flexible plan that may be modified to account for the sequence and timing of land acquisition, detailed site planning and project funding.

The plan for the Pacific Edison model neighborhood is focused on the development of a mixed-use community center that will serve as the focal point of identity and activity for the surrounding residential neighborhood. The model neighborhood concept accommodates a possible redesign and expansion of Edison School and Pacific Park. Included will be a 15,000-20,000 square foot multi-purpose facility adjacent to and integrated with Pacific Park containing meeting rooms, community facilities and the potential for small retail shops. A new library will be developed as a part of this facility or with the expanded Edison School.

Light industrial uses will be retained along San Fernando as a buffer to the expanded park. Mixed density residential units can be developed with the visual and physical quality characteristic of Glendale's traditional neighborhoods and to take advantage of their proximity to Pacific Park. Neighborhood-serving retail will be strictly limited to that which supports and complements the surrounding residential neighborhood and conveys a low density village character.



Pacific Edison Model Neighborhood

The Edison Elementary School and Pacific Park neighborhood was selected by the Neighborhood Task Force and endorsed by the City and the School District as a pilot project where the new neighborhood-based planning process is being implemented. This strategy is based on the premise that local residents, business owners and community organizations need to be directly involved in all efforts to improve their own neighborhoods.

A number of strategies are recommended to calm traffic throughout the neighborhood: reduced speeds for a safer school and park zone, traffic circles, narrow streets for reduced traffic volume, elevated crosswalks for better awareness, and added bike lanes. In addition to street improvements that address traffic needs, landscaping and street lighting will be implemented along the streets in the model neighborhood.

The proposed improvements will be a phased project. A number of actions will be initiated in the near-term and implemented over a continuing period. These include:

- Property acquisition for expansion of school, park and community center.
- Designation of model neighborhood as an Owner Occupancy Incentive Area with incentives provided for home ownership.
- Implementation of a Neighborhood Preservation Plan with incentives provided for residential rehabilitation.
- Planning, programming and funding of the multi-purpose community facility.
- Implementation of tools in relation to public health and safety and neighborhood associations and compatibility in order to continue existing programs and initiate new ones.
- Consideration of modifications to City's zoning ordinance to establish a land use zone that facilitates the development of neighborhood-serving retail uses.
- Implementation of traffic calming strategies.

The above strategies and projects will be pursued with the active participation of local residents and businesses. While the results of the neighborhood-based planning process pertain to the model neighborhood, the approach is meant to be applied to other neighborhoods city-wide. It should be emphasized that this planning process is consistent with the City's projections of a population capacity of approximately 225,000. Nothing in this plan is intended to increase the overall population of the City.

Districts 2 & 3

NEIGHBORHOODS EAST AND WEST OF BRAND BOULEVARD



The Neighborhood Task Force has been successful in its efforts for the Pacific Edison area. This experience and the tools that have been developed in the Pacific Edison neighborhood will be applied to the neighborhoods in Districts 2 and 3. A program should be established that will bring these tools and techniques to any other neighborhood in the City that is interested in working together to resolve neighborhood problems. Through a similar process of community participation and planning, a unique plan will be developed and implemented for each of these districts. In these districts, as in all parts of Greater Downtown, open space and developed parkland is insufficient. Furthermore, the schools have inadequate outdoor play and recreation areas. Through the coordinated effort demonstrated at Pacific Edison; the neighborhood, City and School District can work together to provide a solution that meets school and neighborhood open space requirements. Where possible school and neighborhood parks should be integrated into one neighborhood center. As the program for neighborhood centers is developed, community services such as libraries, recreation, parks, police, and other needs should be considered. Of prime importance in these planning considerations are facilities and programs that meet the needs of neighborhood youth.

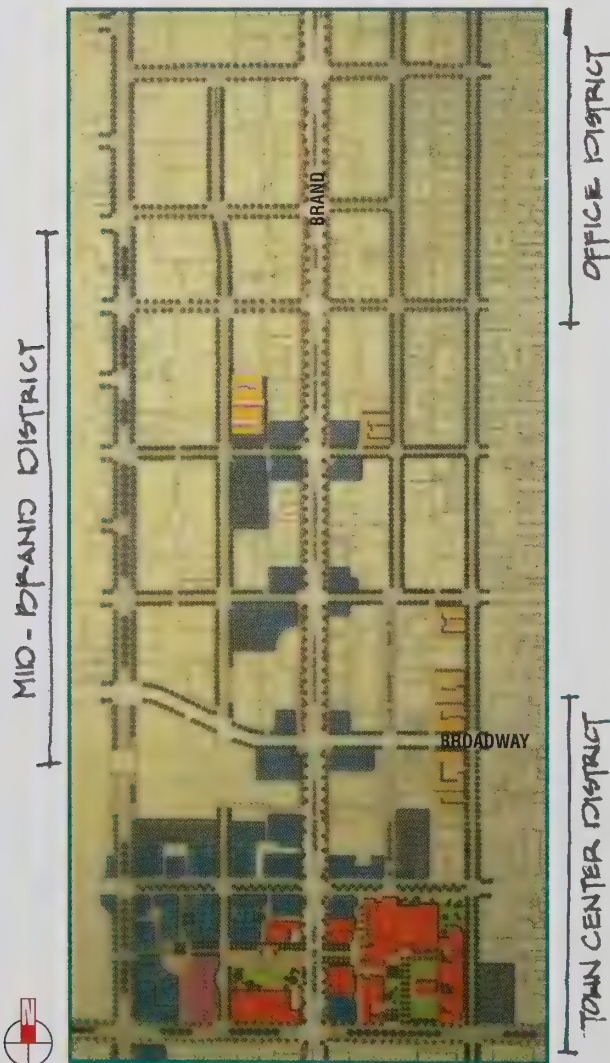
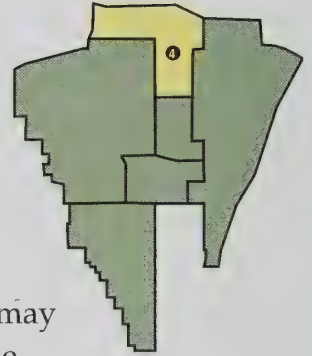


Commercial businesses that directly serve the neighborhood are lacking. The increased through traffic on neighborhood streets is causing problems and will be resolved through a variety of traffic calming strategies developed in concert with the residents. The continuation of cooperative efforts between residents, the City, School District, and other agencies will be important to the success of this plan in these neighborhoods. This same strategy needs to be applied city wide.

District 4 OFFICE

Brand Boulevard north of Lexington is referred to as the Office District and is characterized by high-rise office towers interspersed with complementary service retail. The existing land use pattern will prevail in the future according to office development market demands. New high-rise office towers may

gradually replace the existing older small office buildings. The existing street treatment will remain since the sidewalks are already quite wide, little retail exists and the existing sidewalk planting is healthy and well-established. Within the office projects, the effective use of plazas and other open space should be encouraged. As a part of street enhancement strategy, the median and sidewalk planting of palms will augment the desired image of Brand as being a continuous corridor, compatible with the individual images of Mid-Brand and the Town Center.



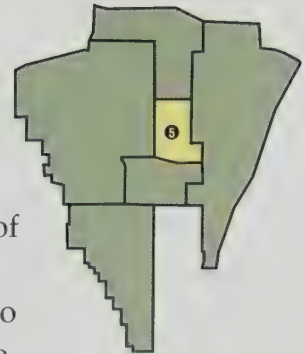
Commercial Business Districts

The GDSP recommends further enhancements to the street character of the three distinct commercial districts along Brand Boulevard above Colorado. These districts include the office district, the Mid-Brand district of smaller scale retailers and the proposed regional retail/civic district of Town Center bounded by the Glendale Galleria and the Central Library/Adult Recreation Center. This plan indicates options for future development of some key sites in each of the three districts. Extensive landscaping is recommended to strengthen the organization of the districts and to provide a visual continuity for the entirety of Brand Boulevard.

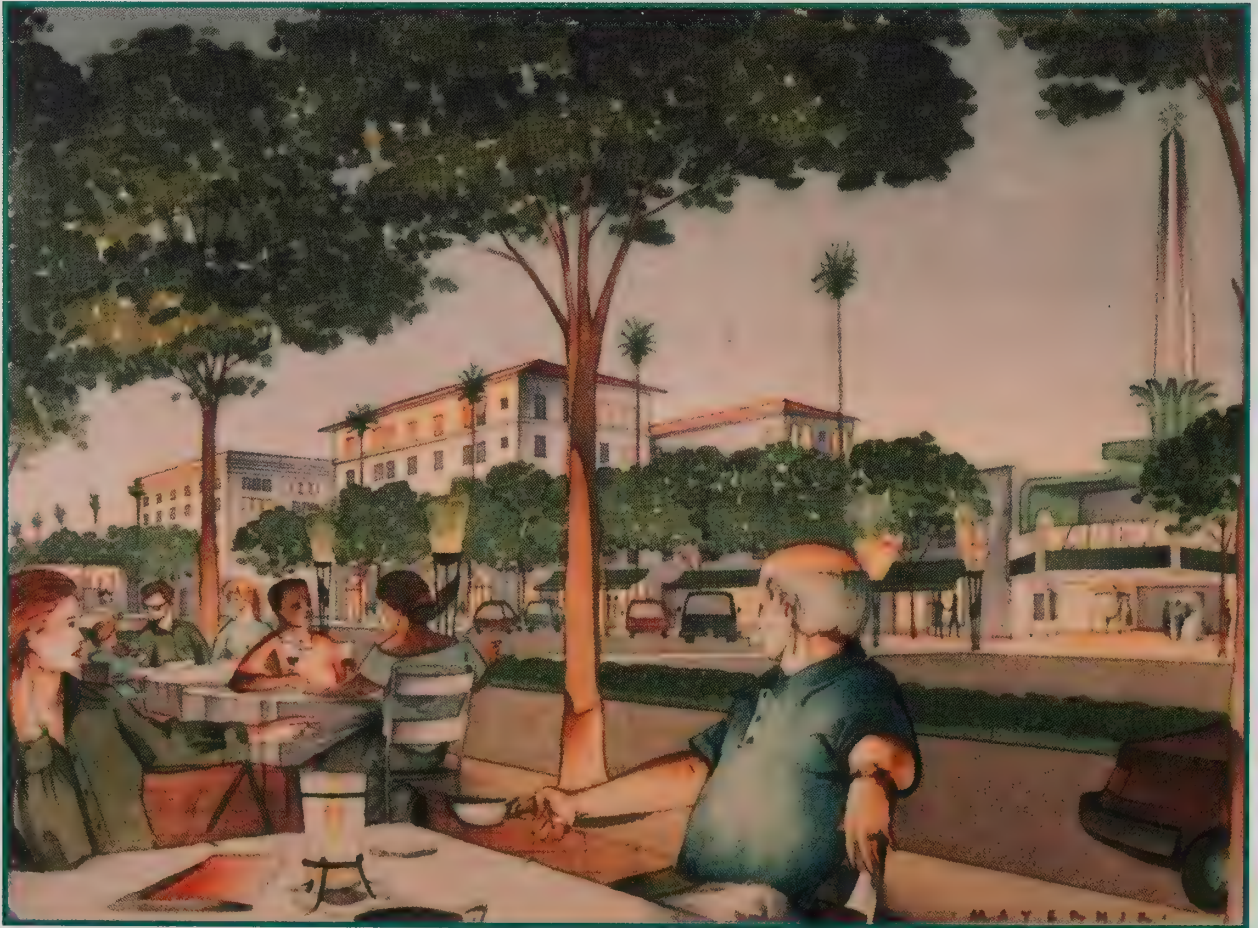
District 5

M I D - B R A N D

The portion of Brand Boulevard between Broadway and Lexington recalls the traditional “main street” image of Brand Boulevard as the historical heart of the retail district of downtown Glendale. The intention of the GDSP is not to recreate a nostalgic image of what old downtown was, but to retain the traditional make-up of Brand Boulevard as a more intimate district in the Downtown. Acknowledging that the Mid-Brand district is an integral part of Downtown’s success as the common connection between the commercial district to the north and south and the residential neighborhoods to the east and west, specific land use and urban elements are proposed to secure the future of this district as a thriving and successful retail/entertainment environment for Glendale residents and the work force.

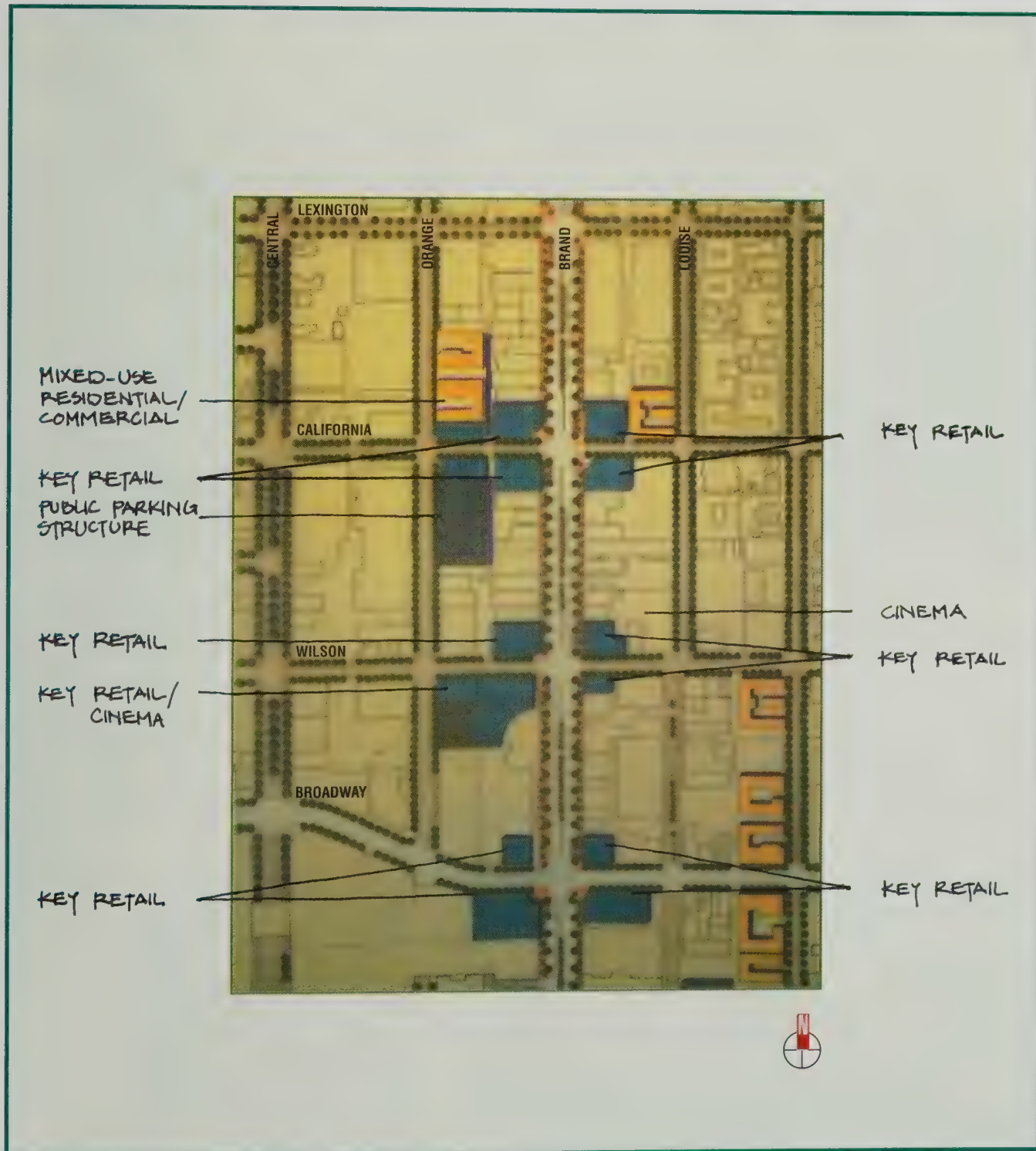


The Mid-Brand district will benefit from a number of recommended public policies and incentive strategies to provide opportunities to further strengthen the district. These policies include the expanded business incentive program described earlier. Some programs which are already in place will be strengthened and be focused for this district. The existing Facade Enhancement program will be expanded to include ground and upper floor uses and buildings along Brand Boulevard as well as the connector streets. An Alley Improvement program will be designed to renovate and revitalize the alleys in the Mid-Brand district. The existing Out Door Dining program will be expanded to encourage restaurateurs to use the public right of way including the sidewalks and possibly the diagonal parking zone as an expansion of their dining facility. This program can offer assistance by providing tables, planted screens and bollards which will define the space. The themed shuttle service will provide transportation for the work force and shoppers going to and from offices and parking facilities within the district.



Mid-Brand District

View of Mid-Brand from an outdoor cafe on the west side of Brand near Wilson. The Alex Theatre is seen adjacent to retail shops on Brand and possible residential buildings on California. Residential units would be above retail and other ground floor uses. The view illustrates a mix of outdoor dining and angled parking in the extended sidewalk zone.



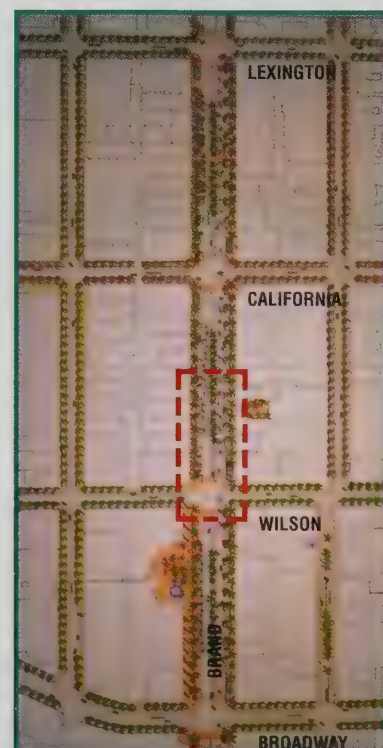
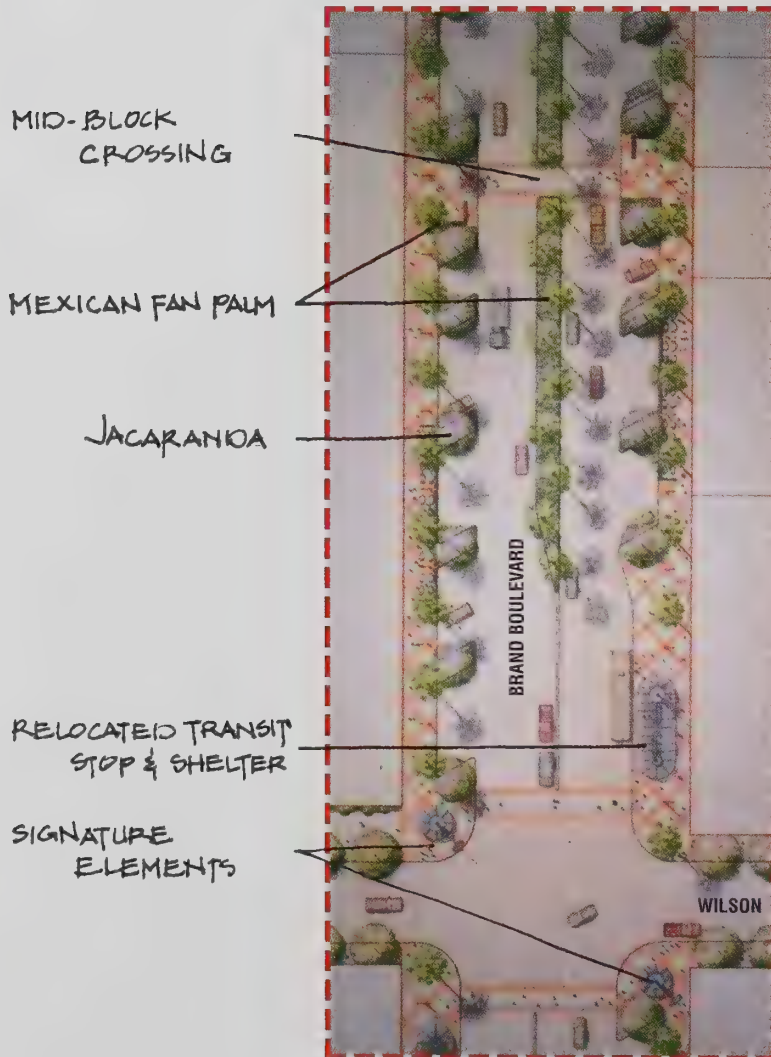
Mid-Brand District Development Plan

A retail and entertainment strategy is necessary to identify and control the type, size and location of development. Business attraction efforts will be orientated toward attracting, assisting and securing several new anchor and in-fill tenants. This plan provides a series of site options for the development of cinemas, key retail, a public parking structure, and mixed-use residential/commercial projects. The sidewalks and other pedestrian amenities will be enhanced to insure that the primary elements of the plan are interconnected.

Street Enhancements

Mid-Brand will be more shaded and softened with new colorful trees and lush plantings. Pedestrians on sidewalks busy with out-door cafes and active shop-fronts will naturally slow vehicular traffic in the Mid-Brand District. A comfortable pedestrian network will be designed to foster

movement along Brand Boulevard and the connector streets. This network is intended to encourage and maximize the flow of pedestrian traffic between the neighboring residential districts and the commercial core as well. Special attention must be paid to design features that will promote pedestrian activity. These include attractive and renovated facades, pleasant sidewalk and storefront lighting, and clean and well-lit alleyways.



Mixed-use Projects

The less dense Mid-Brand district should encourage and facilitate, as the marketplace demands, the development of a truly mixed-use downtown neighborhood, providing live-work alternatives that are possible in few other areas of Glendale. Mid-Brand, unlike other areas, offers a mix of commercial, public, institutional, cultural, and residential uses. Downtown residents are seen as an integral component for this area. The

existing low density on Brand Boulevard will be maintained between Wilson and Lexington. Mid-density apartments and condominium developments are proposed along adjacent streets such as Orange, Louise, Wilson, and California in order to reconnect the Downtown to the adjacent neighborhoods. Loft housing may be incorporated above new retail development. Refurbishment of existing loft spaces along Brand Boulevard will be encouraged.



Connection to Glendale Galleria

The Glendale Galleria presence at the intersection of Broadway and Brand Boulevard presents an outstanding opportunity for the Mid-Brand district to make a connection and form a synergistic relationship with the Galleria. A strong anchor retailer and a more open architecture at this intersection will not only encourage pedestrian/ shopping activity between the Mid-Brand retailers



and those at the Galleria, but will establish a transition between the Mid-Brand and Town Center districts. All new commercial development will complement that which already exists at the Galleria, the Glendale Marketplace and that which is being proposed for the Town Center district.

Uses and Activities in Mid-Brand

Mid-Brand is seen as the center of night-time activities. The “100% retail corner” at Broadway and the secondary key corners at Wilson and California have been targeted as significant locations for anchor retailers and special uses which will bring distinguishable identity to the district. The existing Business Incentive/Retail Attraction program will be expanded to attract, assist and secure several new anchor and in-fill tenants. The

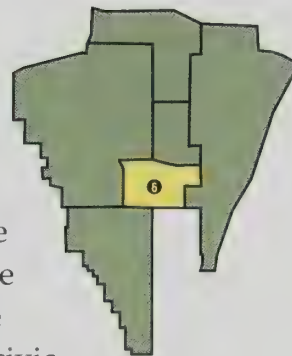
GDSP will build upon the existing strengths of the district such as the Alex Theatre, the Exchange and other successful retailers in the area. Opportunities will be created for uses which are intended for local residents and families and are active during the day as well as the evenings. Restaurants will play a unique role as they serve both the office market during the day and surrounding neighborhoods and region in the evenings. The Glendale Theatre District, anchored by the Alex Theatre, A Noise Within and the Centre Theatre, and strengthened by the adjacent well-established live entertainment attractions, will be the focus for evening entertainment. New cultural arts facilities, including public and private galleries, will play an important part in establishing a broad base of attractions for the area. Cinemas will also be an integral element in the Mid-Brand district as a pedestrian generator. A parking structure is proposed on Orange, between Wilson and



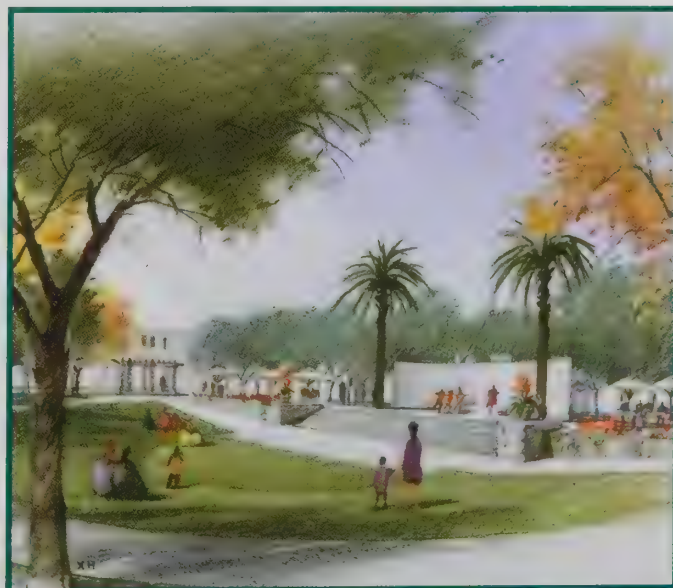
California, as part of the “park-once” district, easily serving retailers within a 1/4 mile walking distance. The Mid-Brand district should exclude those uses that require high automobile traffic volume.

District 6 **TOWN CENTER**

One of the paramount recommendations of the GDSP is the creation of a town center as a place of singular distinction and in effect the “heart” of the City. Such a place will be a focal point for the entire community with a gathering place for families and activity centers for residents of all ages. The Town Center district is envisioned as a pedestrian oriented civic and commercial center with an emphasis on public open space including a major new Centennial Square Park and the refurbishing of the historic Central Park. The synergy of public and private efforts will bring much-needed life and vitality to the Downtown.



Recognizing that the Town Center is a significant part of the future success of the Greater Downtown, the proposed Town Center District Plan provides an overall balance among its many elements, uses and users to insure its future status as a unique, thriving pedestrian place in Glendale that will endure as a landmark in the City and in the region. This balance must ultimately be about creating both building and public open space, accommodating the interests and needs of both pedestrians and drivers, encouraging a mix of both public and commercial buildings, developing new projects in the context of preserving important existing ones, and undertaking the process of its implementation as a collaboration between public and private interests. The retention of as many historic structures in the area as possible will anchor the Town Center District and provide a connection between the new and the old.



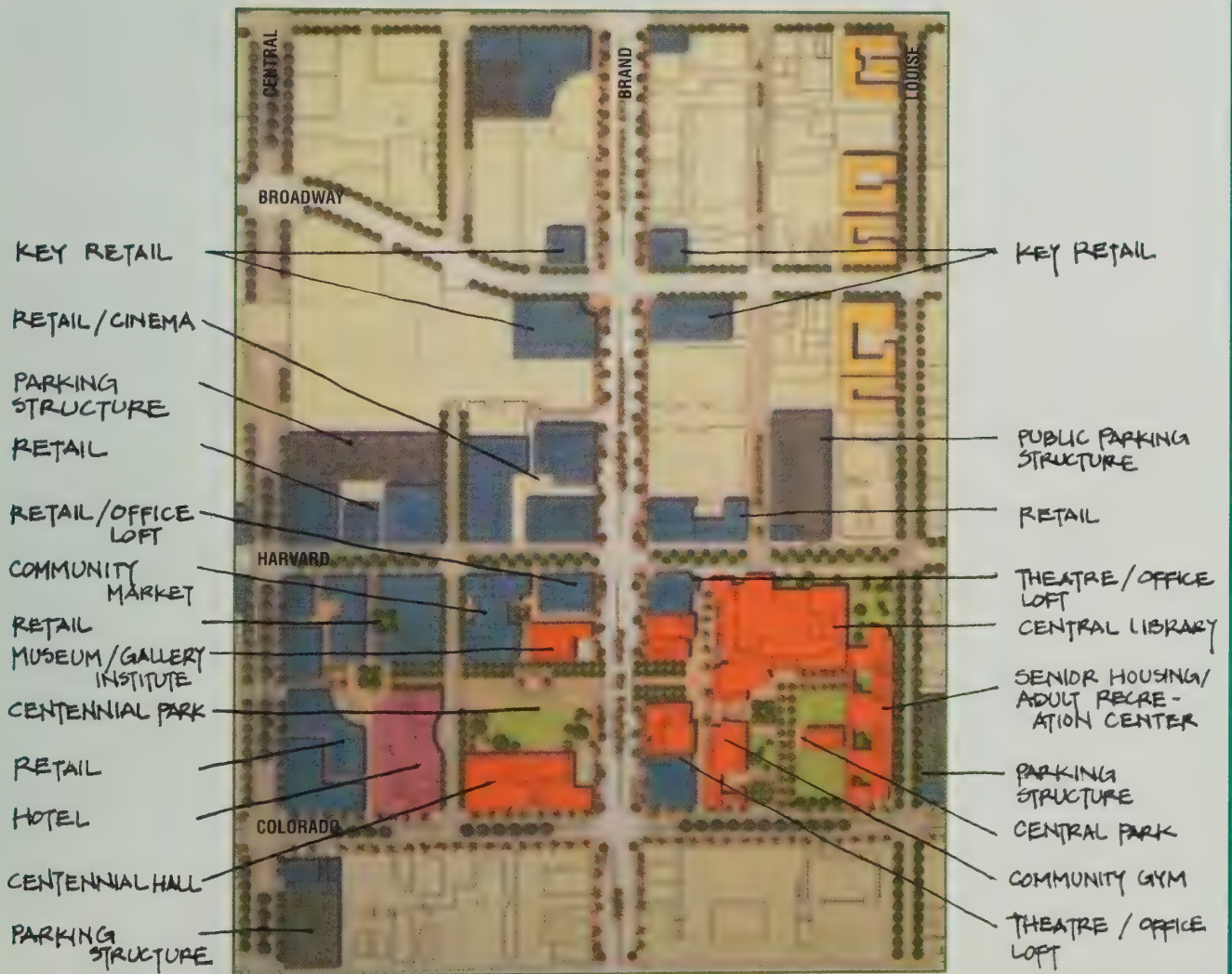
The Town Center is intended to enhance Downtown Glendale through the concentration of buildings connected by a well-designed and managed open space network of squares, parks, courtyards, and paseos. The incorporation of public and private cultural arts facilities will serve to complement the public open space planned for Centennial Square. A mix

of uses is especially important to produce a range of activities in support of a true "18-hour downtown" which is a place for people of all ages and interests. Hotels, cinemas, restaurants, retail, live theatre, and community facilities will ensure that the Town Center is equally lively during the day and night, during the week and on weekends. Commercial development will complement that which already exists at the Galleria and existing/proposed retail in the Mid-Brand District. A number of existing architectural and landscape elements of unique quality and character have surfaced which should be maintained and reused. For example, the old Fire Station, the Masonic Temple and the bosque of Chinese Elms all contribute to a sense of identity and history for Glendale.



Town Center District

View of Town Center from Colorado and Louise Streets. The proposed plan aims to provide an overall balance among its many elements. This balance is about creating buildings and public open space, accommodating the interests and needs of pedestrians and drivers, encouraging a mix of public and commercial buildings, developing new projects in the context of preserving important existing ones, and implementing the project through collaboration between public and private entities. The plan proposes the addition of 3.5 acres of new and refurbished park space and comprehensive landscaping to connect the Town Center to adjacent neighborhoods and districts.

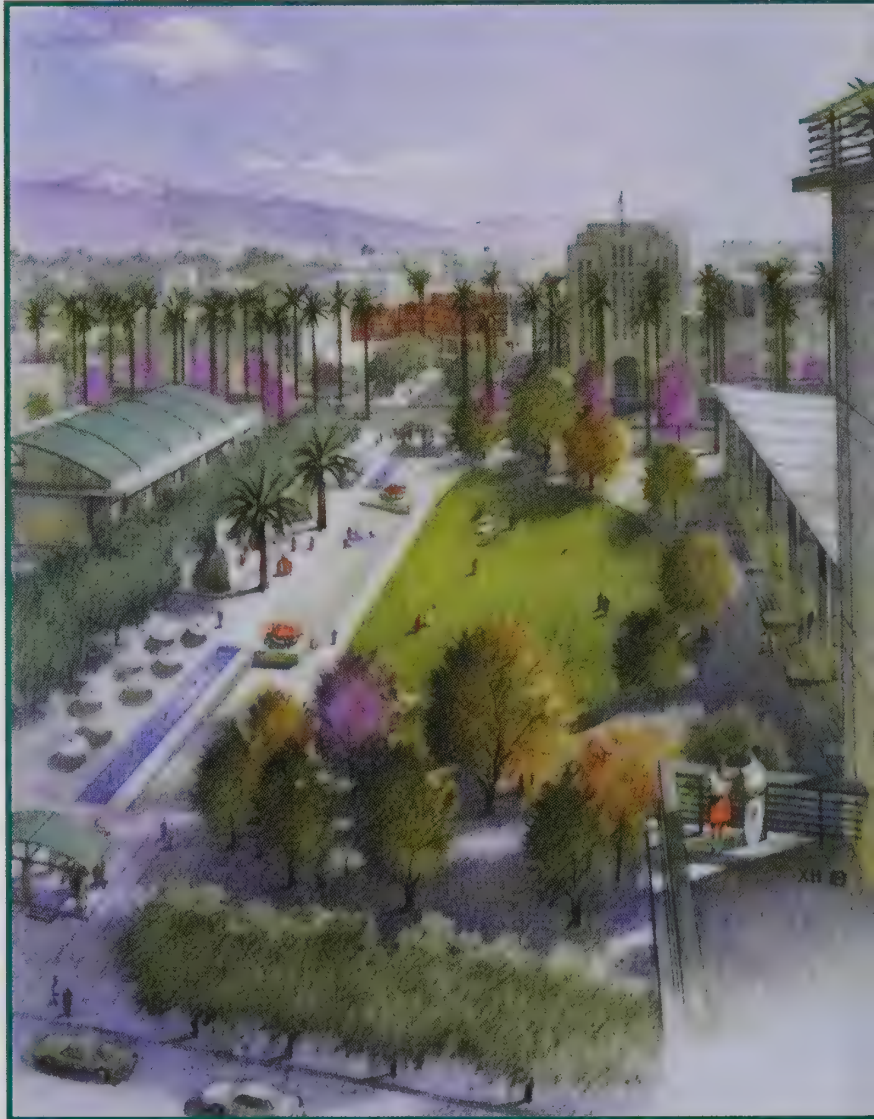


Town Center District Development Plan

The Town Center District is envisioned as a pedestrian orientated civic and commercial center with a major public open space. The proposed commercial development strategy is intended to complement Glendale Galleria and Mid-Brand District. The plan provides a series of site options for the development of cinemas and live theatres, key retail, office lofts, public squares, a hotel, parking, and several civic buildings.

Centennial Square

The new two-acre civic park, located on the west side of Brand Boulevard south of Harvard, will commemorate the forthcoming One Hundredth Anniversary of the founding of Glendale and become the new focal point and public space for the Glendale community. The park, bordered by a proposed Centennial Hall, possible art gallery/animation institute/museum and service pavilions, is intended for programmed events in the sloping lawn fronting a stage as well as individual and casual uses among the proposed fountains, heavily planted lawns and flower fields. Small kiosks for commercial concessions, police security and community activities are anticipated as well. A gallery/institute/museum may be incorporated as a center to celebrate the visual arts and other cultural and technical resources.

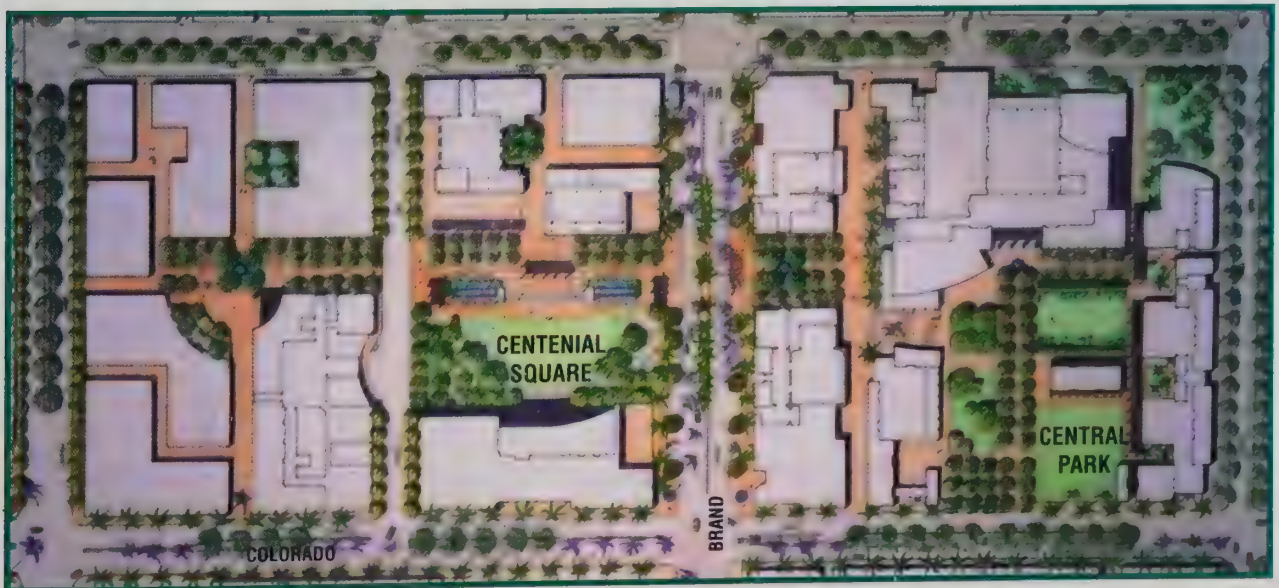


Centennial Hall and New Buildings

The Centennial Hall will be a prominent multi-function civic building designed with a variety of meeting rooms and exhibition spaces. It will cater to many community and regional functions and complement the existing Civic Auditorium. The Centennial Hall may be designed as a stand-alone project or a project built in partnership with a hotel development. Possible activities which may be incorporated in the Centennial Hall are an ice skating rink or similar uses, especially those that are youth-related. A space is envisioned for a potential art gallery, institute or museum that may be a part of Centennial Hall or a free-standing building. A high quality business hotel is also possible adjacent to the Centennial Square. On the east side of Brand Boulevard, new buildings are proposed that have retail and live theatres on the ground floor and office/residential lofts above

Open Space Network

An open space network of landscaped streets, sidewalks, paseos, and courtyards connect all buildings and creates a pedestrian environment throughout the Town Center. A landscaped promenade, stretching from the west to east side and intersecting Brand Boulevard, visually gathers and spatially connects the Centennial Square and the Central Park and all the various programs and facilities on both sides of the Boulevard



Connection to Glendale Galleria



enhanced with landscaping and pedestrian amenities along the sidewalks and along the center median to provide visual and physical continuity.

Central Park

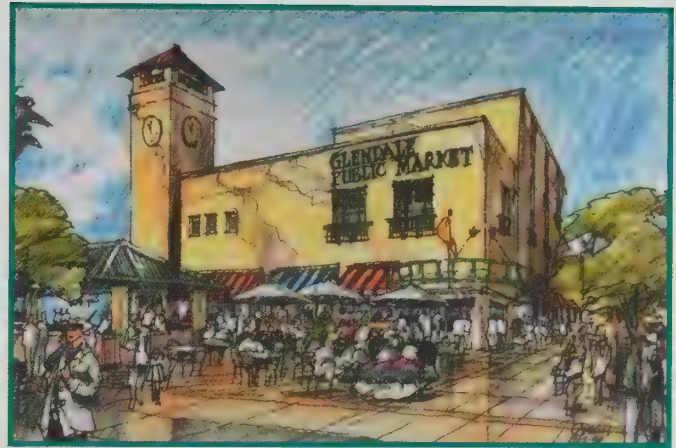


A renovated Central Park, established in its historic location, and new community facilities define the east side of the Town Center. The components of the Central Park may include an addition to the Central Library, a new Adult Recreation Center with senior housing, renovation of the bowling green and park space, and a community gymnasium. The additions to the Central Library include a new studio art center and an expanded children's section. The Adult Recreation

Center will be further developed to provide for expanded services and senior housing. This building will provide a full-service center for the senior community of Glendale. Its complex of buildings, gardens and parks will support recreational, cultural and social services and provide on-site housing. The program includes rooms on the ground floor for luncheons, banquets, meetings, and social gatherings. In addition to approximately 80 residential units, there would be smaller rooms for counseling, billiards, games, and other related activities. The community gymnasium will be a facility for physical education and recreation for residents of all ages.

Old Fire Station 21

To the extent feasible, the former Fire Station 21 will be retained and renovated. The building can provide a positive relationship with the Centennial Hall and Square. This building provides an opportunity for the development of a restaurant, public market, food court, cultural arts gallery/center, or other options related to retail and public uses developed in the vicinity.



Masonic Temple

The Town Center Plan recommends the preservation of the Masonic Temple. The retention of this structure contributes significantly to a strong sense of urban and historical continuity at the Town Center. The building in its overall form provides a visual connection between the community facilities on the east and the civic and retail facilities on the west of Brand. The classical theatre company, A Noise Within, currently occupies four floors of the building and operates a theatre with 145 seats. A Noise Within has determined the feasibility of adding a 450 seat theatre within this building, expanding their occupancy to five floors. The two remaining floors are available for reuse and have been considered for gathering or meeting space.



Transportation and Parking Policy

Underpinning the new development is a “park-once” parking and transportation policy which enables the pedestrian district to occur. This “park-once” conceptual strategy may be utilized in parts of the Mid-Brand and the Town Center districts to enhance the success of the Central Business District only where it has previously been determined that implementation of the strategy will not have a negative effect on neighboring businesses.

Plan Implementation



GDSP

The preceding pages have painted a vision for the future of Glendale's downtown and surrounding neighborhoods. This is designed to serve as a guiding structure for subsequent decisions. The Plan calls for a series of public actions and private opportunities. An implementation strategy for these is needed, including an on-going process for public participation. Once again, it needs to be emphasized that this implementation strategy most closely ties to "Alternative 1" of the Master Environmental Impact Report (MEIR). While "Alternatives 2A and 2B" were analyzed in the MEIR, they are not being considered for implementation.

FUNDING

It is one thing to envision a City's future. It is quite another to determine how to pay for it. Several important assumptions have been made in the preparation of the following funding strategy as set forth in the following charts and pages. The strategy assumes that the City will continue its "pay-as-you-go" policy and use other financing options. All estimates are made using 1996 dollars. Modifications to the funding plan may be necessary depending on future financial conditions and obligations. All necessary funding will come from existing sources. No new taxes are proposed to cover these costs. **An annual review of the GDSP and the funding plan will be performed to ensure the accuracy of these cost estimates.**

Chart A summarizes this strategy in terms of public actions. The strategy calls for the use of nine funding sources spread over a 15 year period. The total public funding needed for this Plan is projected to be \$108,366,000. It must be emphasized that this is an estimate only. More precise cost figures will be known once individual project business terms and designs are completed. Charts B, C1-C5 and D provide additional costing information as back-up to summary Chart A. The project schedule for public improvements is based on the City's ability to pay.

In addition to the public funding described above, there could be other Redevelopment Agency costs involved as well. These costs would be associated with potential business terms relating to specific private sector projects. For each of these projects located within the Redevelopment Project Area, there is the potential for the Agency to negotiate business terms with the developer through the use of a Disposition and Development Agreement (DDA) or similar instrument. This Agreement identifies the responsibilities of all parties, including costs. Potential

Agency costs could include “write-down” of the cost of Agency owned land, assistance with parking and other infrastructure related costs, and assistance with various City fees. The terms of these Agreements are negotiated on a case-by-case basis. Therefore, it is not possible at this time to identify any of these costs. It should be noted that the Redevelopment Agency already owns a significant amount of the land needed for the Town Center project.

Certain of the projects have already been funded (total: \$13,815,000) by the City, while other funds (\$18,816,750) are programmed as part of the current five year planning process. These are identified in Chart C. The remainder of the funds will have to be budgeted over the next 15 years as part of the City’s budget process. **The fact that there are multiple funding sources and a lengthy implementation period serves to increase the feasibility of this funding strategy.** There will be ongoing operational costs to the City as a result of these projects. Included will be such items as additional staffing, utility and maintenance costs. There is also some potential for off-setting revenue from some of the projects (e.g. rental fees). After taking into account the potential revenue, it is projected that the GDSP related projects will result in increased operational costs of \$2,914,000 annually. Chart D summarizes these costs and revenues by project.

There are two very important factors relating to the private sector. **The private sector will be expected to provide some of the funding for the public projects.** This is based upon the assumption that these public projects (e.g. downtown parks) will increase the value of the private investment. Chart B identifies where private funding is expected. **City revenues will be increased as a result of private projects.** Property tax, sales tax and transient occupancy tax revenues will all increase. An analysis was done of the projected revenue over a 15 year period taking into account when the various projects were expected to be completed. This analysis concludes the following: property tax (tax increment in the Project Area) will increase a total of \$17,600,000 over the 15 year period with the annual increment expected to reach \$1,992,000 by the 15th year; sales tax is projected to increase a total of \$7,900,000 over the 15 year period with annual revenues of \$834,000 by the 15th year; transient occupancy tax is projected to increase a total of \$7,500,000 over the 15 year period with annual revenues of \$871,000 by the 15th year. These increased annual revenues are expected to help off-set the increased operational costs described above.

FUNDING

CHART A***Estimated Project Funding-Summary***

| Funding Source | Near Term [0-5 Years] | Mid Term [6-10 Years] | Long Term [11-15 Years] | Total |
|----------------|--------------------------|--------------------------|----------------------------|----------------|
| CIP | \$ 11,632,250 | \$ 8,013,000 | \$ 21,250,000 | \$ 40,895,250 |
| GRA | \$ 9,781,000 | \$ 8,358,000 | \$ 12,375,000 | \$ 30,514,000 |
| CDBG | \$ 7,601,250 | \$ 3,895,000 | \$ - | \$ 11,496,250 |
| 20% Set Aside | \$ 5,253,000 | \$ - | \$ - | \$ 5,253,000 |
| Grants | \$ 2,702,500 | \$ 5,030,000 | \$ - | \$ 7,732,500 |
| Prop A/C | \$ 250,000 | \$ 122,000 | \$ 1,000,000 | \$ 1,372,000 |
| Parking | \$ 8,000,000 | \$ - | \$ - | \$ 8,000,000 |
| Federal | \$ 2,253,000 | \$ - | \$ - | \$ 2,253,000 |
| MTA | \$ 800,000 | \$ 50,000 | \$ - | \$ 850,000 |
| Total | \$ 48,273,000 | \$ 25,468,000 | \$ 34,625,000 | \$ 108,366,000 |

Projects Funding Sources

CIP - The CIP, or Capital Improvement Program, is financed through the Capital Improvement Fund. This fund includes non-restricted capital project revenue and is derived from Utility Users Tax, sales tax and Scholl Canyon rubbish fees. The Utility Users Tax is a 7% tax charged on cable television, natural gas, electric, water, and intrastate phone services; one-seventh of this revenue is placed in the Capital Improvement Fund. The City's share of sales tax revenue consists of an approximate charge of 1% on all retail sales within the City which is part of the overall 8.25% sales tax charged by the State. Of this amount, 50% is placed in the Capital Improvement Fund. Lastly, the City receives 40% of the gross revenues from the Scholl Canyon Landfill; 86% of which is utilized for the Capital Improvement Program.

CDBG - The Community Development Block Grant (CDBG) program is administered by the United States Department of Housing and Urban Development to support local efforts to revitalize neighborhoods. Each CDBG program expenditure must qualify according to one of the three National Objectives, which include: 1) benefit to low and moderate-income persons, 2) prevention or elimination of slums and blight and 3) meeting an urgent community need.

Federal - Funding provided by the Federal government through either special grants or program subsidies.

GRA Funds - Glendale Redevelopment Agency (GRA) Funds include revenue from tax increment generated and bond proceeds. Tax increment is revenue generated from the increase in property taxes from properties within the City's two redevelopment areas that have new construction or a change of ownership. Revenues are used for economic development related projects and activities and housing within the redevelopment areas.

MTA - The Los Angeles County Metropolitan Transportation Authority (MTA) is the County transportation operational and funding organization. Funds available through the agency include a variety of special transportation project grants administered by the MTA or funds budgeted by them related to specific services or projects they provide within the City.

Parking - The Parking Fund is an enterprise fund consisting of revenue from parking citations and parking meter, lot and garage fees. Revenues are allocated for parking enforcement and construction, maintenance and operation of parking facilities.

Proposition A Fund - Los Angeles County voters approved a 1/2 cent sales tax in 1980 to be utilized to maintain, improve or expand public transit, 25% of which is allocated to local agencies based on population.

Proposition C Fund - Los Angeles County voters approved a 1/2 cent sales tax in 1990 to be utilized to maintain, improve or expand public transit, 20% of which is allocated to local agencies based on population.

20% Set Aside - State law requires that 20% of all tax increment funding received by the Redevelopment Agency be used for low and moderate income housing projects.

PROJECT IMPLEMENTATION

The prioritization of projects, shown in Chart A, is a function of both the importance of projects to the community and the availability of funds. The combination of revenues from land sales and new tax revenues can then finance subsequent public elements of the plan. A significant factor within the control of the City is the disposal of publicly-owned property. New private development should be encouraged to occur on public property first to expedite the development and generate new property and sales tax revenues.

The 52 individual projects that are contained within the GDSP will each have their own specific implementation strategy. See Chart B for a list of the projects. For each public sector project, a project team will be established headed by a City staff member. In the case of those projects relating to the Pacific Edison Area, the Neighborhood Task Force will take the lead. The initial focus will be on the near-term projects (1-5 year time frame).

The private sector projects will follow a different course of action dependent on the market demand. As demands arise, some projects (or opportunities) will go through a request for proposal (RFP) process. Following a review of the proposals, the City Council or Redevelopment Agency will select a developer for the project. The negotiation of business terms and design review will precede actual project construction. Other projects may simply be proposed by the property owner and not require the RFP process. As with public projects, those identified for the near-term will be expected to be the first to go forward.

More detailed information on both public and private projects is contained in the Technical Document. This lengthy report is designed to support this Plan and is available in the Redevelopment Agency office. Once again, the strategic nature of the GDSP must be stressed. While the Implementation Technical Report provides a great amount of detail, final project specifics will be left to the negotiation of business terms, design review and public input.

PUBLIC REVIEW

Ongoing public participation will be essential for the effective implementation of the GDSP. Each specific project will require its own public review process. **Even though a Master Environmental Impact Report (MEIR) was completed for the GDSP, each project must also undergo analysis to determine its environmental impact.** In order to begin this process, an “Initial Study” will be prepared for each project. This will be analyzed to determine whether or not additional environmental review is necessary. Several courses of action are possible depending on the results of this initial review including Negative Declaration, Focused EIR, Supplemental EIR, or full EIR.

The public needs to be actively involved in this process. Public notification procedures will be changed for all GDSP projects to ensure that the community has the opportunity to participate. For example, instead of notifying the public after the decision of the Environmental and Planning Board, the notification will go out prior to the Board’s review. This change will allow the community to not only appeal the Board’s decision (current practice) but also participate in the initial review.

The practice for developing notification lists will also be changed. In addition to all those that are legally required to be notified, a master list of individuals and organizations will be notified of each project. This list will include all homeowner associations, business organizations, community groups, and individuals who have requested to be notified. These groups and individuals will be encouraged to participate in the review process.

In addition to the review of individual projects, there will also be the opportunity for an annual review of the GDSP. The MEIR establishes various performance standards related to environmental impacts, and it identifies mitigation measures in order for these standards to be achieved. As part of the GDSP implementation process, an annual review of these standards and mitigation measures will be very helpful. The more community participation there is in this process, the more effective it will be. The City Council will establish a process for this public review.

All of this is designed to ensure that this Plan, and hence the Greater Downtown area, is meeting the needs of our community. This goal has been one of the primary and original motivating forces for this strategic planning process and the resulting vision. The public’s on-going participation in this Plan is vital for its successful implementation.

CHART B**Implementation Projects**

| # | Project | Lead | Size/Quantity | Cost | Funding Sources | Timing |
|-------------------------------------|---------------------------------------|-----------|--|---------------|---------------------------|----------|
| Pacific Edison | | | | | | |
| 1 | Pacific Park expansion | City | 6.5 acres | \$ 11,600,000 | CDBG 65%, CIP 35% | n/m |
| 2 | Community Center | City | 20,000 sq. ft. | \$ 3,000,000 | CDBG 65%, CIP 35% | near |
| 3 | Branch library | City | 10,000 sq. ft. | \$ 1,800,000 | CDBG 65%, CIP 35% | near |
| 4 | Street trees | City | 160 trees | \$ 80,000 | CDBG 50%, grant 50% | near |
| 5 | Street lighting | City | 100 lights | \$ 400,000 | CDBG | near |
| 6 | Model neighborhood traffic calming | City | NA | \$ 225,000 | CDBG 65%, CIP 35% | near |
| Total | | | | \$ 17,105,000 | | |
| Town Center District | | | | | | |
| 7 | Central Library expansion/ Art Center | City | 50,000 sq. ft. | \$ 10,000,000 | CIP | long |
| 8 | Adult Rec Center/Senior Housing | City | ARC - 35,500 sq. ft. | \$ 5,325,000 | CIP 50%, grant 50% | near |
| | | | Hsng - 52,000 sq. ft. | \$ 6,760,000 | 20%-set-aside, Fed, pvt | near |
| 9 | Community Gymnasium | City | 12,500 sq. ft. | \$ 1,875,000 | CIP | long |
| 10 | Central Park renovation | City | 2 acres | \$ 1,900,000 | CIP | mid |
| 11 | Hotel | Private | 250-350 rooms | - | private | mid |
| 12 | Retail expansion | Private | 350,000 sq. ft. | - | private | near |
| 13 | Masonic Temple/ A Noise Within | City/Pvt | 450 seats | \$ 6,000,000 | GRA 33%, private 66% | near |
| 14 | Office loft/ Masonic Lodge | Private | 48,000 sq. ft. | - | private | mid |
| 15 | Parking | Private | 2,875 spaces | - | private | near |
| 16 | Museum/gallery/institute | State/Pvt | 20,000 sq. ft. | \$ 5,000,000 | grant, private | mid |
| 17 | Centennial Hall | City | 75,000 sq. ft. | \$ 18,750,000 | CIP 50%, GRA 50% | long [b] |
| 18 | Centennial Square Park | City/Pvt | 1.5 acres | \$ 3,100,000 | CIP 33%, GRA 33%, pvt 33% | near |
| | | | | | private 33% | |
| 19 | Old Fire Station #21 | City/Pvt | 42,000 sq. ft. | \$ 5,800,000 | GRA 50%, pvt 50% | mid |
| 20 | Live Theatre | Private | 1,000 sts-15,000 sqft | - | private | n/m |
| 21 | Office loft | Private | 222,880 sq. ft. | - | private | mid |
| Total | | | | \$ 64,510,000 | | |
| Transportation & Parking | | | | | | |
| 22 | Brand street design | City | Glenoaks to Colorado | \$ 3,300,000 | CIP 50%, GRA 50% | n/m |
| 23 | Central street design | City | Colorado to 134 Frwy | \$ 3,200,000 | CIP 50%, GRA 50% | mid |
| 24 | Colorado street design | City | Central to Louise | \$ 2,500,000 | CIP 50%, GRA 50% | long |
| 25 | Harvard street and sidewalk design | City | Central to Louise | \$ 950,000 | CIP 50%, GRA 50% | near |
| 26 | Transit square | City/Pvt | Broadway, Central, Brand and Colorado | \$ 200,000 | Prop A & C, private | n/m |
| 27 | Orange parking structure | City/Pvt | 600 spaces | \$ 11,000,000 | GRA 27%, Parking Fund 73% | near |
| 28 | Bus stop location and design | City | 10-12 bus stops | \$ 400,000 | MTA | near |
| 29 | Bus priority system | City | | \$ 350,000 | MTA | near |

| | | | | | | |
|-------|---|----------|-------------------|---------------|----------------------|----------|
| 30 | 134 Freeway Central East-bound ramp widening | City/Pvt | | \$ 1,300,000 | CIP 75%, Private 25% | near |
| 31 | Neighborhood traffic calming strategies | City | | \$ 500,000 | CIP 50%, GRA 50% | n/m |
| 32 | Bike lanes | City | | \$ 30,000 | TDA grant | mid |
| 33 | Wilson Avenue improvements | City | Central to Louise | \$ 950,000 | CIP 50%, GRA 50% | near |
| 34 | California Avenue improvements | City | Central to Louise | \$ 800,000 | CIP | near |
| 35 | Lexington beautification | City | Central to Louise | \$ 400,000 | CIP 50%, GRA 50% | near |
| 36 | Relocate MTA lines to Central Avenue | City/MTA | | \$ 200,000 | Prop A/C, MTA | n/m |
| 37 | Expansion of Beeline service | City | 4 buses | \$ 720,000 | Prop A/C | mid [c] |
| 38 | Special Beeline / themed buses | City | 4 buses | \$ 1,000,000 | Prop A/C | long [c] |
| 39 | Pedestrian actuated signals | City | 3-4 | \$ 210,000 | CIP, GRA, private | n/m |
| 40 | Traffic mitigation measures | City | based on MEIR | \$ 500,000 | CIP, GRA, private | n/m |
| 41 | Traffic signal modifications | City | based on MEIR | \$ 510,000 | CIP, GRA, private | n/m |
| 42 | New traffic signals | City | 6 signals | \$ 480,000 | CIP, GRA, private | n/m |
| Total | | | | \$ 29,500,000 | | |

General

| | | | | | | |
|-------|-------------------------------------|----------|-----------------------|---------------|--------------------------------------|-----|
| 43 | Office development opportunities | Private | | - | private | - |
| 44 | Downtown housing dev. opportunities | City/Pvt | 300 units | \$ 38,000,000 | pvt 84%, GRA 8%, 20%-set-aside 8% | mid |
| 45 | Cinema development opportunities | Private | 9,000 sts-10,000 sqft | - | private | - |
| Total | | | | \$ 38,000,000 | | |

Strategies

| | | | | | | |
|-------|---|----------|--|----------------|-----|------|
| 46 | Key retail tenant attraction strategy | City | | \$ 3,000,000 | GRA | n/m |
| 47 | Theatre district strategy | City/Pvt | | - | | near |
| 48 | Outdoor dining strategy | City/Pvt | | - | | near |
| 49 | Vending carts strategy | City/Pvt | | - | | near |
| 50 | Downtown parking district/park once | City | | - | | near |
| 51 | On-street parking meter policy | City | | - | | near |
| 52 | Specific TDM plan/ Traffic mitigation fee policy | City | | - | | near |
| Total | | | | \$ 3,000,000 | | |
| TOTAL | | | | \$ 152,115,000 | | |

Chart B Notes: The following assumptions were made in the development of Chart B.

1) The cost figures are in "1996 dollars."

2) The cost and timing assume a "pay-as-you-go" funding strategy. This would change if a financing strategy was used.

[a] Timing: Near Term 0-5 Years; Mid-Term 6-10 Years; Long Term 11-15 Years.

[b] This project could be moved to the "near" or "mid" term category if private funding is available as part of hotel or Town Center retail development.

[c] This project could be implemented sooner if additional funding becomes available or if traffic impact mitigation fees are used.

CHART C 1***Capital Improvement Funds***

| # | NEAR TERM | Cost | Budgeted | Programmed | Unfunded |
|-----------------|---|---------------|--------------|--------------|--------------|
| 1 | Pacific Park expansion | \$ 2,030,000 | \$ 1,392,000 | \$ 350,000 | \$ 288,000 |
| 2 | Community Center | \$ 1,050,000 | \$ 700,000 | \$ 350,000 | \$ - |
| 3 | Branch Library | \$ 630,000 | \$ 280,000 | \$ 350,000 | \$ - |
| 6 | Model neighborhood traffic calming | \$ 78,750 | \$ 25,000 | \$ 53,750 | \$ - |
| 8 | Adult Rec. Center Senior Housing | \$ 2,662,500 | \$ 900,000 | \$ - | \$ 1,762,500 |
| 18 | Centennial Square Park | \$ 1,023,000 | \$ - | \$ - | \$ 1,023,000 |
| 22 | Brand street design | \$ 825,000 | \$ - | \$ - | \$ 825,000 |
| 25 | Harvard street & sidewalk design | \$ 475,000 | \$ - | \$ - | \$ 475,000 |
| 30 | 134 Freeway Central East-bound ramp widening | \$ 975,000 | \$ - | \$ - | \$ 975,000 |
| 31 | Neighborhood traffic calming strat. | \$ 125,000 | \$ - | \$ 25,000 | \$ 100,000 |
| 33 | Wilson Avenue improvements | \$ 475,000 | \$ - | \$ - | \$ 475,000 |
| 34 | California Avenue improvements | \$ 800,000 | \$ - | \$ 800,000 | \$ - |
| 35 | Lexington beautification | \$ 200,000 | \$ - | \$ - | \$ 200,000 |
| 39 | Pedestrian actuated signals | \$ 35,000 | \$ 7,000 | \$ 28,000 | \$ - |
| 40 | Traffic mitigation measures | \$ 83,000 | \$ - | \$ - | \$ 83,000 |
| 41 | Traffic signal modifications | \$ 85,000 | \$ 17,000 | \$ 68,000 | \$ - |
| 42 | New traffic signals | \$ 80,000 | \$ 16,000 | \$ 64,000 | \$ - |
| | Total | \$ 11,632,250 | \$ 3,337,000 | \$ 2,088,750 | \$ 6,206,500 |
| MID TERM | | | | | |
| 1 | Pacific Park expansion | \$ 2,030,000 | | | |
| 10 | Central Park renovation | \$ 1,900,000 | | | |
| 22 | Brand street design | \$ 825,000 | | | |
| 23 | Central street design | \$ 1,600,000 | | | |
| 24 | Colorado street design | \$ 1,250,000 | | | |
| 31 | Neighborhood traffic calming strat. | \$ 125,000 | | | |
| 39 | Pedestrian actuated signals | \$ 35,000 | | | |
| 40 | Traffic mitigation measures | \$ 83,000 | | | |
| 41 | Traffic signal modifications | \$ 85,000 | | | |
| 42 | New traffic signals | \$ 80,000 | | | |
| | Total | \$ 8,013,000 | | | |
| LONG TERM | | | | | |
| 7 | Central Library expnsn/ Art Center | \$ 10,000,000 | | | |
| 9 | Community Gymnasium | \$ 1,875,000 | | | |
| 17 | Centennial Hall | \$ 9,375,000 | | | |
| | Total | \$ 21,250,000 | | | |
| TOTAL CIP FUNDS | | \$ 40,895,250 | | | |

Chart C1 Notes: The proposed near term projects of the plan will require a CIP investment of approximately \$6,206,500 in Years 2001-02. The proposed mid term projects of the plan will require a CIP investment of approximately \$1,602,600 per year for Years 2002-03 through 2006-07. The proposed long term projects of the plan will require a CIP investment of approximately \$4,250,000 per year for Years 2007-08 through 2011-12.

CHART C 2***Redevelopment Agency Funds***

| # | NEAR TERM | Cost | Budgeted | Programmed | Unfunded |
|---------------------------|-------------------------------------|---------------|--------------|------------|--------------|
| 13 | Masonic Temple | \$ 2,000,000 | \$ 2,000,000 | | \$ - |
| 18 | Centennial Square Park | \$ 1,023,000 | \$ - | | \$ 1,023,000 |
| 22 | Brand street design | \$ 825,000 | \$ 825,000 | | \$ - |
| 25 | Harvard street and sidewalk design | \$ 475,000 | \$ - | | \$ 475,000 |
| 27 | Orange parking structure | \$ 3,000,000 | \$ 3,000,000 | | \$ - |
| 33 | Wilson Avenue improvements | \$ 475,000 | \$ - | | \$ 475,000 |
| 35 | Lexington beautification | \$ 200,000 | \$ - | | \$ 200,000 |
| 39 | Pedestrian actuated signals | \$ 35,000 | \$ - | | \$ 35,000 |
| 40 | Traffic mitigation measures | \$ 83,000 | \$ - | | \$ 83,000 |
| 41 | Traffic signal modifications | \$ 85,000 | \$ - | | \$ 85,000 |
| 42 | New traffic signals | \$ 80,000 | \$ - | | \$ 80,000 |
| 46 | Key retail attraction strategy | \$ 1,500,000 | \$ 1,000,000 | \$ 500,000 | \$ - |
| | Total | \$ 9,781,000 | \$ 6,825,000 | \$ 500,000 | \$ 2,456,000 |
| MID TERM | | | | | |
| 19 | Old Fire Station #21 | \$ 2,900,000 | | | |
| 22 | Brand street design | \$ 825,000 | | | |
| 23 | Central street design | \$ 1,600,000 | | | |
| 24 | Colorado street design | \$ 1,250,000 | | | |
| 39 | Pedestrian actuated signals | \$ 35,000 | | | |
| 40 | Traffic mitigation measures | \$ 83,000 | | | |
| 41 | Traffic signal modifications | \$ 85,000 | | | |
| 42 | New traffic signals | \$ 80,000 | | | |
| 46 | Key retail attraction strategy | \$ 1,500,000 | | | |
| | Total | \$ 8,358,000 | | | |
| LONG TERM | | | | | |
| 17 | Centennial Hall | \$ 9,375,000 | | | |
| 44 | Downtown housing dev. opportunities | \$ 3,000,000 | | | |
| | Total | \$ 12,375,000 | | | |
| TOTAL REDEVELOPMENT FUNDS | | \$ 30,514,000 | | | |

Chart C2 Notes: The Redevelopment Agency currently estimates approximately an additional \$3,000,000 in unallocated tax increment funds each year, which is projected to increase as proposed projects are completed. Therefore, the proposed near term projects of the plan will require an investment of approximately \$2,456,000 of that \$3,000,000 in Year 2001-02. The proposed mid-term projects of the plan will require an investment of approximately \$1,672,000 per year for Years 2002-03 through 2006-07. The proposed long term projects of the plan will require an investment of approximately \$4,250,000 per year for Years 2007-08 through 2011-12.

CHART C3***Community Development Block Grant Funds***

| # | NEAR TERM | Cost | Budgeted | Programmed | Unfunded |
|----------|---|---------------|--------------|--------------|------------|
| 1 | Pacific Park | \$ 3,770,000 | \$ 1,853,000 | \$ 1,455,000 | \$ 462,000 |
| 2 | Community Center | \$ 1,950,000 | \$ 1,000,000 | \$ 950,000 | \$ - |
| 3 | Branch library | \$ 1,170,000 | \$ 600,000 | \$ 570,000 | \$ - |
| 4 | Street trees | \$ 40,000 | \$ 25,000 | \$ - | \$ 15,000 |
| 5 | Street lighting | \$ 400,000 | \$ 100,000 | \$ - | \$ 300,000 |
| 6 | Model neighborhood traffic calming | \$ 146,250 | \$ 75,000 | \$ - | \$ 71,250 |
| 31 | Neighborhood traffic calming strategies | \$ 125,000 | \$ - | \$ - | \$ 125,000 |
| | Total | \$ 7,601,250 | \$ 3,653,000 | \$ 2,975,000 | \$ 973,250 |
| MID TERM | | | | | |
| 1 | Pacific Park | \$ 3,770,000 | | | |
| 31 | Neighborhood traffic calming strategies | \$ 125,000 | | | |
| | Total | \$ 3,895,000 | | | |
| | TOTAL CDBG FUNDS | \$ 11,496,250 | | | |

Chart C3 Notes: The proposed near term projects of the plan will require investment of approximately \$973,250 in CDBG funds in Year 2001-02. Pacific Park expansion is proposed to be completed by 2003. Therefore, the proposed mid term projects of the plan will require an investment of approximately \$9,147,500 in CDBG funds for Years 2002-03 and 2003-04.

CHART C4***20% Set Aside Housing Funds***

| # | NEAR TERM | Cost | Budgeted | Programmed | Unfunded |
|----|-------------------------------------|--------------|----------|--------------|----------|
| 8 | Adult Rec Center/Senior Housing | \$ 2,253,000 | \$ - | \$ 2,253,000 | \$ - |
| 44 | Downtown housing dev. opportunities | \$ 3,000,000 | \$ - | \$ 3,000,000 | \$ - |
| | Total | \$ 5,253,000 | \$ - | \$ 5,253,000 | \$ - |
| | TOTAL 20% SET ASIDE FUNDS | \$ 5,253,000 | | | |

Chart C4 Notes: Funding has not actually been programmed for this specific Adult Recreation Center/Senior Housing project, but the unallocated amount programmed for next 5 years for senior housing available for Adult Recreation Center/Senior Housing project is \$5,850,000. Funding has not actually been specifically programmed for Downtown housing development opportunities, but the unallocated amount programmed for next 5 years for moderate income first time home buyers projects is \$9,000,000.

CHART C 5***Other Funds******Grant Funds***

| # | NEAR TERM | Cost | Budgeted | Programmed | Unfunded |
|----|--------------------------|--------------|----------|------------|--------------|
| 4 | Street trees | \$ 40,000 | | | \$ 40,000 |
| 8 | Adult Recreation Center | \$ 2,662,500 | | | \$ 2,662,500 |
| | Total | \$ 2,702,500 | \$ - | \$ - | \$ 2,702,500 |
| | MID TERM | | | | |
| 16 | Museum/gallery/institute | \$ 5,000,000 | | | |
| 32 | Bike lanes | \$ 30,000 | | | |
| | Total | \$ 5,030,000 | | | |
| | TOTAL GRANT FUNDS | \$ 7,732,500 | | | |

Prop A/C Funds

| # | NEAR TERM | Cost | Budgeted | Programmed | Unfunded |
|----|--------------------------------------|--------------|----------|------------|------------|
| 26 | Transit Square | \$ 200,000 | | | \$ 200,000 |
| 36 | Relocate MTA lines to Central Avenue | \$ 50,000 | | | \$ 50,000 |
| | Total | \$ 250,000 | \$ - | \$ - | \$ 250,000 |
| | MID TERM | | | | |
| 36 | Relocate MTA lines to Central Avenue | \$ 50,000 | | | |
| 37 | Expansion of Beeline service | \$ 72,000 | | | |
| | Total | \$ 122,000 | | | |
| | LONG TERM | | | | |
| 38 | Special Beeline theme buses | \$ 1,000,000 | | | |
| | Total | \$ 1,000,000 | | | |
| | TOTAL PROP A/C FUNDS | \$ 1,372,000 | | | |

Parking Funds

| # | NEAR TERM | Cost | Budgeted | Programmed | Unfunded |
|----|--------------------------|--------------|----------|--------------|----------|
| 27 | Orange parking structure | \$ 8,000,000 | | \$ 8,000,000 | \$ - |
| | TOTAL PARKING FUNDS | \$ 8,000,000 | \$ - | \$ 8,000,000 | \$ - |

Federal Funds

| # | NEAR TERM | Cost | Budgeted | Programmed | Unfunded |
|---|---------------------------------|--------------|----------|------------|--------------|
| 8 | Adult Rec Center/Senior Housing | \$ 2,253,000 | | | \$ 2,253,000 |
| | TOTAL FEDERAL | \$ 2,253,000 | \$ - | \$ - | \$ 2,253,000 |

MTA Funds

| # | NEAR TERM | Cost | Budgeted | Programmed | Unfunded |
|----|--------------------------------------|------------|----------|------------|------------|
| 28 | Bus stop location and design | \$ 400,000 | | | \$ 400,000 |
| 29 | Bus priority system | \$ 350,000 | | | \$ 350,000 |
| 36 | Relocate MTA lines to Central Avenue | \$ 50,000 | | | \$ 50,000 |
| | Total | \$ 800,000 | \$ - | \$ - | \$ 800,000 |
| | MID TERM | | | | |
| 36 | Relocate MTA lines to Central Avenue | \$ 50,000 | | | |
| | Total | \$ 50,000 | | | |
| | TOTAL MTA FUNDS | \$ 850,000 | | | |

CHART D***Projects Operational Costs***

| # | Project | Timing | Funding Source | Annual M & O Costs | Annual Revenue | Net Annual M & O Costs |
|--|---|--------|----------------|-----------------------|---------------------|---------------------------|
| <i>Pacific Edison</i> | | | | | | |
| 1 | Pacific Park expansion | n/m | General Fund | \$ 125,000 | \$ 15,000 | \$ 110,000 |
| 2 | Community Center | near | General Fund | \$ 159,000 | \$ 21,000 | \$ 138,000 |
| 3 | Branch library | near | General Fund | \$ 250,000 | \$ - | \$ 250,000 |
| 4 | Street trees | near | General Fund | \$ 16,000 | \$ - | \$ 16,000 |
| 5 | Street lighting | near | General Fund | \$ 10,000 | \$ - | \$ 10,000 |
| Total | | | | \$ 560,000 | \$ 36,000 | \$ 524,000 |
| <i>Town Center</i> | | | | | | |
| 6 | Security | | General Fund | \$ 216,000 | \$ - | \$ 216,000 |
| 7 | Central Library expansion/ Art Center | long | General Fund | \$ 615,650 | \$ 150,000 | \$ 465,650 |
| 8 | Adult Rec Center/Senior Housing | near | General Fund | \$ 350,000 | \$ - | \$ 350,000 |
| 9 | Community Gymnasium | long | General Fund | \$ 250,000 | \$ 100,000 | \$ 150,000 |
| 10 | Central Park renovation | mid | General Fund | \$ 60,000 | \$ - | \$ 60,000 |
| 16 | Museum/gallery/institute | mid | General Fund | \$ 250,000 | \$ 150,000 | \$ 100,000 |
| 17 | Centennial Hall | long | General Fund | \$ 850,000 | \$ 600,000 | \$ 250,000 |
| 18 | Centennial Square Park | near | General Fund | \$ 45,000 | \$ 30,000 | \$ 15,000 |
| Total | | | | \$ 2,420,650 | \$ 1,030,000 | \$ 1,390,650 |
| <i>Transportation & Parking</i> | | | | | | |
| 23 | Central street design | mid | | \$ 100,000 | | \$ 100,000 |
| 24 | Colorado street design | long | General Fund | \$ 40,000 | | \$ 40,000 |
| 25 | Harvard street & sidewalk design | near | General Fund | \$ 40,000 | | \$ 40,000 |
| 27 | Orange parking structure | near | Parking Fund | \$ 376,200 | \$ 540,000 | \$ (163,800) |
| 28 | Bus stop location and design | near | Prop A/C | \$ 7,200 | | \$ 7,200 |
| 37 | Expansion of Beeline service | mid | Prop A/C | \$ 400,000 | \$ 10,000 | \$ 390,000 |
| 38 | Special Beeline theme buses | long | Prop A/C | \$ 500,000 | \$ - | \$ 500,000 |
| 39 | Pedestrian actuated signals | n/m | General Fund | \$ 12,000 | | \$ 12,000 |
| 42 | New traffic signals | n/m | General Fund | \$ 24,000 | | \$ 24,000 |
| Total | | | | \$ 1,499,400 | \$ 550,000 | \$ 949,400 |
| <i>Strategies</i> | | | | | | |
| 52 | Specific TDM plan/ Traffic Mitigation Fee policy | near | Mitigat. Fees | \$ 50,000 | Not Estimated | \$ 50,000 |
| Total | | | | \$ 50,000 | \$ - | \$ 50,000 |
| TOTAL | | | | \$ 4,530,050 | \$ 1,616,000 | \$ 2,914,050 |

Previously Approved Projects

Several projects are included in the discussion and environmental review of the GDSP that have independently completed project review and received prior environmental clearance. These projects are included because they provide background to the planning effort involved in the GDSP and its environmental assessment. Those projects and a brief description of their scope are listed below.

- Palladian World Towers
655 N. Central Avenue
544,000 square feet, 24 story office building
Includes required parking
- 400 N. Brand Boulevard
536,000 square feet office with 23,000 square feet retail
Two towers of 9 and 20 stories
Includes required parking
- Glendale Marketplace
108 S. Brand Boulevard
185,000 square feet of retail with 2,800 cinema seats
- Block 30 parking garage
Harvard and Maryland Streets
1125 parking spaces
- City Center II
Southwest corner Brand Boulevard and Wilson
365,000 square feet, 22 story office bldg with 20,000 square feet retail
Includes required parking
- Mann Theater Expansion
136 N. Maryland Ave.
10,000 square feet of retail including 2 movie screens

References

This Implementation Plan of the GDSP is based upon or integrally related to several other documents. Those documents are identified below.

“The Greater Downtown Strategic Plan-Cooper Report”

by Cooper, Robertson & Partners

submitted September 1994

“The Greater Downtown Strategic Plan Implementation Report -
Technical Report”

Third Draft, prepared by the GDSP Steering Group

submitted June 1996

“The Final Master Environmental Impact Report of the Greater
Downtown Strategic Plan”

certified November 19, 1996

“The Glendale General Plan” consisting of the following Elements:

Air Quality Element

Circulation & Scenic Highways Elements

Community Facilities Element

Historic Preservation Element

Housing Element

Land Use Element

Noise Element

Open Space & Conservation Element

Recreation Element

Safety Element

Seismic Safety Element

Glendale Redevelopment Agency Urban Design Guidelines

by ELS/Elbasani & Logan Architects

adopted September 1990

Public Comments

With gratitude, the following names are included for their dedicated interest in the future of the City and their commitment which has resulted in a report which truly reflects public input.

The Glendale Beautification Advisory Council

The Glendale Historical Society

The Glendale Homeowners Coordinating Council

The Neighborhood Task Force

The many citizens who have provided written and oral comments on the GDSP and the Master Environmental Impact Report at various public meetings and forums.

Credits

GDSP

Downtown Strategic Plan Steering Committee

Mickey Steinberg, Glendale Partners Committee Chair
Jeanne Armstrong, City staff
Jerry Barrone, Resident
Madalyn Blake, City staff
Marco Brambilla, Chamber of Commerce
Larry Clarke, Glendale Partners
Pat Donahue, Glendale Galleria
Brian Ellis, Resident
Eileen Givens, City Council
John Hedlund, Glendale Partners
John McKenna, City staff
Jerry Milner, City Council (retired)
Efrain Olivares, Resident
Paul Pressler, Glendale Partners
David Ramsay, City Manager
Wayne Ratkovich, Developer
Bob Stevenson, Glendale Partners
Larry Zarian, City Council

Consultants

BoldFace Design, Kevin Hummer
Cooper Robertson & Partners
The De Veaux Group
ELS, Elbasani Logan Architects
Elizabeth Moule & Stefanos Polyzoides
Urbanists & Architects
Envicom Corporation
Freedman, Tung & Bottomley
Feola Carli Archuleta Architects
Glatting, Jackson, Kercher, Anglin, Lopez, Reinhart
Graphic Division City of Glendale
Kaku Associates, Inc.
Keyser Marston & Associates
Landmark Partners
Meyer Mohaddes Associates
Moore Iacofano Goltsman
Olin Partnership, Landscape Architects & Urban Design
Patricia L. Smith, ASLA
Public Works Design
Terry A. Hayes Associates
Transportation Management Design

Downtown Strategic Plan Implementation Steering Group

David Ramsay, City Manager Committee Chair
Jeanne Armstrong, City staff
Ruben Amirian, Resident
Eric Ashton, Glendale Partners
Jano Baghdanian, City staff
Sheldon Baker, City Council
Layla Bettar, Homeowners Coordinating Council
Jeanne Bentley, School Board Member
Madalyn Blake, City staff
Dave Bobardt, City staff
Marco Brambilla, Chamber of Commerce
Doug Brown, Developer
Mike Dickerson, Homeowners Coordinating Council
Pat Donahue, Glendale Galleria
Jess Duran, City staff
Eileen Givens, City Council
Jim Glaser, City staff
Armond Gorgorian, Neighborhood Task Force
John Hedlund, Glendale Partners

Marc Herrera, Social Service Agency
Bill Holderness, Glendale Partners
Nello Iacono, City staff
Bob McFall, City staff
John McKenna, City staff
Joanne Merrick, Glendale Unified School District
George Miller, Resident, Former Director of Public Works
Kerry Morford, City staff
Efrain Olivares, Resident
Mary Ann Plumley, City Council
Derrill Quaschnick, City staff
Scott Reese, City staff
Rick Reyes, City Council
Hamo Rostamian, Chamber of Commerce
Hank Sheetz, Neighborhood Task Force
Elizabeth Stochl, City staff
Emil Tatevosian, City staff
Ritch Wells, City staff
Fred Zohrevand, City staff
Larry Zarian, City Council

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KEY:

| | |
|----|---|
| 1 | BoldFace Design, Kevin Hummer |
| 2 | Cooper, Robertson & Partners |
| 3 | Cooper, Robertson & Partners, David Thomas Mayernik |
| 4 | Elizabeth Moule & Stefanos Polyzoides Urbanists & Architects, John Dutton |
| 5 | Elizabeth Moule & Stefanos Polyzoides Urbanists & Architects, Xiaojian He |
| 6 | Elizabeth Moule & Stefanos Polyzoides Urbanists & Architects, Mitchell De Jarnett |
| 7 | ELS/Elbasani & Logan Architects, Anthony Grand |
| 8 | Graphics Division, City of Glendale |
| 9 | Leon Sugarman & Architects |
| 10 | Olin Partnership, Susan Weiler |
| 11 | Public Works Design, Doug Suisman |



Centennial Square

The Centennial Square is conceptually designed for programmed events on the sloping lawn fronting a stage and also for casual uses amongst the proposed fountains, heavily planted lawns and flower fields. The specific design of the park will further address issues related to recreational needs, maintenance, security and law enforcement. Small kiosks for commercial concessions, police security and community activities define the edges of the park.

For copies or information about the
Greater Downtown Strategic Plan contact

Glendale Redevelopment Agency
633 East Broadway, Room 201
Glendale, California 91206
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Fax 818-240-7913

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www.GlendaleCA.com

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